

FINANCIAL VALUE: A FOCUS FOR EMPLOYER ATTRACTIVENESS

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ABSTRACT

Employer attractiveness has become a strategic priority for organizations seeking to attract, engage, and retain talented employees in increasingly competitive labor markets. Financial value, which includes salaries, incentives, bonuses, and other monetary benefits, remains a key determinant influencing how employees and prospective job seekers evaluate organizations. This paper examines how financial value enhances employer attractiveness, with specific focus on how it enhances recommendation intention, application intention, and organizational zeal. The paper aims to ascertain how financial rewards improves employees' willingness to recommend their organization, determine how financial value shapes job seekers' intention to apply, and examine how financial compensation contributes to employees' enthusiasm, commitment, and organizational engagement. Drawing from employer branding and social exchange perspectives, the study emphasizes that competitive and equitable financial rewards enhance perceptions of fairness, organizational credibility, and employee recognition, which subsequently strengthen employer attractiveness. The findings highlight that organizations offering strong financial value propositions are more likely to experience positive employee advocacy, increased job application interest, and higher levels of organizational zeal. The paper contributes to existing literature by providing insights into how financial value can be strategically leveraged to improve employer branding outcomes and organizational competitiveness while supporting effective talent attraction and retention strategies.

Keywords: Financial Value, Employer Attractiveness, Recommendation Intention, Application Intention, Organizational Zeal, Employer Branding, Employee Motivation.

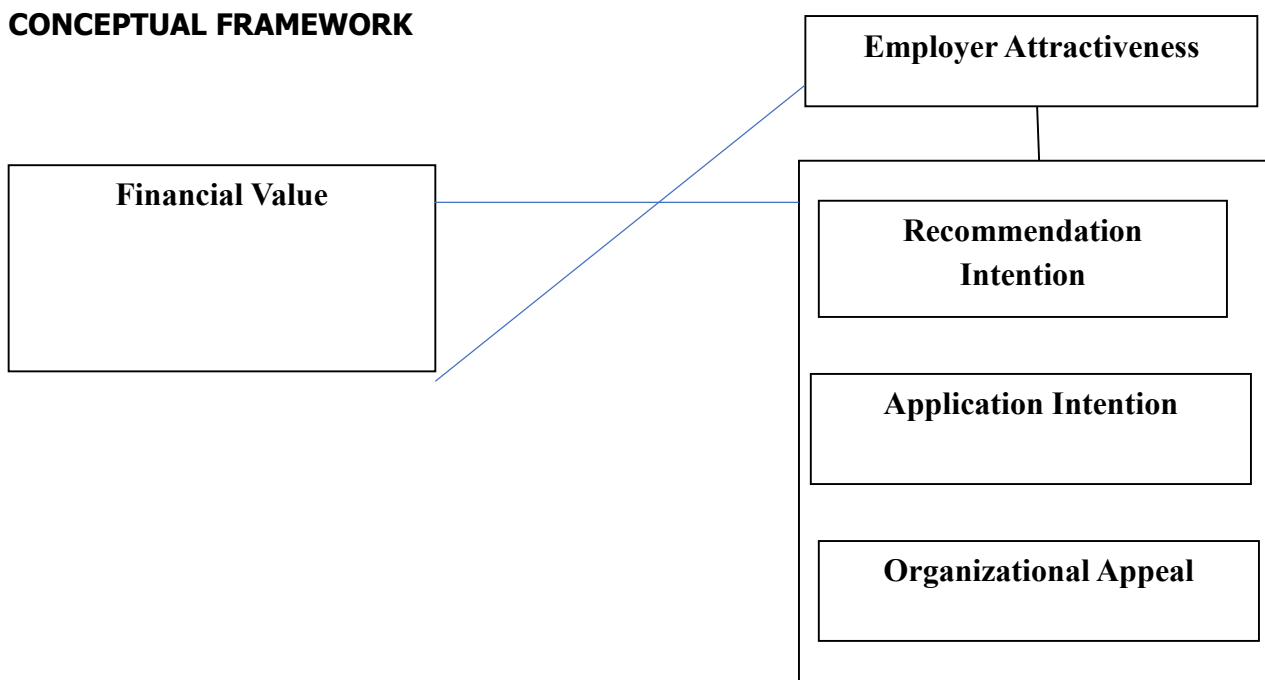
INTRODUCTION

Employer attractiveness has become a central concern in contemporary human resource management due to intensifying competition for highly skilled talent in dynamic labor markets (Sivertzen et al., 2020; Theurer et al., 2022). As organizations strive to differentiate themselves, employer attractiveness reflects the benefits that potential and current employees perceived that is associated with working for a particular organization (Tanwar & Kumar, 2021). It shapes employer branding outcomes, influences organizational reputation, and determines an organization's ability to attract, engage, and retain competent employees (Dabirian et al., 2021; Sharma & Prasad, 2023). In knowledge-driven economies, where human capital constitutes a primary source of competitive advantage, understanding the drivers of employer attractiveness is strategically significant (Alshathry et al., 2022).

Among the various dimensions of employer attractiveness, financial value remains one of the most salient. Financial value encompasses competitive salaries, bonuses, incentives, job security, and other monetary rewards that employees receive in exchange for their contributions (Berthon et al., 2020; Vnoučková & Urbancová, 2022). Empirical studies consistently indicate that financial rewards strongly influence how individuals evaluate prospective employers, particularly in emerging and uncertain economic environments (Kuchеров & Zavyalova, 2021; Maheshwari & Lodoros, 2023). Financial value signals organizational stability, fairness, and recognition, thereby enhancing perceptions of employer attractiveness (Chhabra & Sharma, 2021).

Financial value also plays a critical role in shaping recommendation intention. When employees perceive compensation systems as fair and competitive, they are more likely to recommend their organization to peers and professional networks (Tumasjan et al., 2020; Sharma & Prasad, 2023). Positive word-of-mouth and employee advocacy are strengthened when financial rewards align with expectations, reinforcing employer brand credibility (Alshathry et al., 2022). Thus, financial value contributes indirectly to employer attractiveness through enhanced recommendation behaviors. Similarly, financial value significantly influences application intention among potential applicants. Competitive compensation packages increase job pursuit intentions and application likelihood, particularly among early-career professionals and high-performing candidates (Sivertzen et al., 2020; Tanwar & Kumar, 2021). When job seekers perceive strong financial benefits, they interpret the organization as valuing employee contributions, which increases their willingness to apply (Maheshwari & Lodorfos, 2023). Furthermore, financial value affects organizational zeal, defined as employees' enthusiasm, commitment, and proactive engagement toward organizational goals. Fair and rewarding compensation structures enhance motivation and psychological attachment, fostering higher levels of zeal and discretionary effort (Kuchеров & Zavyalova, 2021; Vnoučková & Urbancová, 2022). Financial incentives can reinforce perceived organizational support, which strengthens affective commitment and energetic involvement (Chhabra & Sharma, 2021). Despite extensive research on employer branding and reward systems, gaps remain in understanding the integrated relationship between financial value, recommendation intention, application intention, and organizational zeal within a unified framework (Dabirian et al., 2021; Sharma & Prasad, 2023). Many studies examine these variables independently, with limited empirical attention to how financial value simultaneously influences both external behavioral intentions and internal attitudinal outcomes. Additionally, contextual differences across industries and labor markets remain underexplored (Alshathry et al., 2022). Therefore, this paper seeks to address these gaps by examining financial value as a core determinant of employer attractiveness and empirically ascertaining its impact on recommendation intention, application intention, and organizational zeal. By integrating these constructs, the study contributes to theoretical advancement in employer branding literature and provides practical insights for organizations seeking to strengthen their competitive positioning through strategic reward management.

CONCEPTUAL FRAMEWORK



Source: (Berthon et al., 2020; Vnoučková & Urbancová, 2022; Tumasjan et al., 2020; Sharma & Prasad, 2023)

AIM AND OBJECTIVES

The study examines how financial value enhances employer attractiveness. The specific objectives of the study includes to:

1. ascertain how financial value improves recommendation intention
2. determine how financial value improves application intention
3. examine how financial value improves organizational zeal

THEORETICAL REVIEW

The study adopted Social Exchange Theory (SET) and it is also supported by Employer Branding Theory

Social Exchange Theory (SET): Social Exchange Theory (SET) is widely recognized as a foundational framework for understanding relationships between employees and organizations. The theory was primarily propounded by George Homans in 1958 and later expanded by Peter Blau in 1964, emphasizing that social behavior is based on exchanges where individuals seek to maximize benefits and minimize costs (Homans, 1958; Blau, 1964). The core assumption of SET is reciprocity: when employees perceive favorable treatment such as competitive pay, incentives, and job security, they reciprocate with positive attitudes, commitment, and supportive behaviors toward the organization (Cropanzano et al., 2017; Karatepe & Olugbade, 2020). Financial value therefore becomes an important exchange resource that strengthens perceived organizational support and loyalty. One major strength of the theory lies in its ability to explain employee motivation, commitment, and advocacy behaviors across diverse organizational contexts (Kim et al., 2022). However, critics argue that SET may oversimplify human relationships by focusing heavily on rational cost–benefit calculations while underestimating emotional, cultural, and intrinsic motivational factors (Chaudhuri et al., 2021). Despite these criticisms, the theory is highly relevant to the study “Financial Value: A Focus for Employer Attractiveness” because financial rewards can be interpreted as organizational investments that stimulate reciprocal outcomes such as recommendation intention, application intention, and organizational zeal. When employees perceive financial value as fair and rewarding, they are more likely to view the employer as attractive and respond with stronger engagement and advocacy behaviors (Karatepe & Olugbade, 2020; Kim et al., 2022).

Employer Branding Theory: Employer Branding Theory emerged from marketing and human resource management literature and was formally introduced by Simon Barrow and Tim Ambler in 1996, who described the employer brand as the package of functional, economic, and psychological benefits provided by employment (Ambler & Barrow, 1996). The theory assumes that organizations, like consumer brands, can strategically position themselves to attract and retain talent by offering a compelling employee value proposition that includes financial rewards, career development opportunities, and organizational culture (Backhaus & Tikoo, 2004; Theurer et al., 2022). Financial value constitutes a critical component of employer brand equity because competitive compensation communicates organizational strength, fairness, and commitment to employee welfare (Dabirian et al., 2021; Maheshwari & Lodoros, 2023). A key strength of Employer Branding Theory is its integrative approach, linking marketing, organizational behavior, and human resource strategy to enhance talent attraction and retention outcomes (Theurer et al., 2022). Nevertheless, scholars criticize the theory for sometimes overemphasizing symbolic branding while neglecting substantive organizational practices, which can create gaps between brand promise and employee experience (Dabirian et al., 2021). The theory directly informs the present study because financial value is a central element of employer attractiveness and a significant determinant of how potential applicants and existing employees evaluate organizations. Strong financial offerings enhance recommendation

intention, application intention, and organizational zeal by strengthening the employer brand and shaping positive perceptions among both internal and external stakeholders (Maheshwari & Lodorfos, 2023; Tanwar & Kumar, 2021).

CONCEPTUAL REVIEW

Financial Value

Financial value refers to the monetary and economic benefits employees receive from their employment, including salaries, bonuses, incentives, allowances, benefits, and job security provisions that collectively shape employees' perceptions of organizational attractiveness. In contemporary human resource management, financial value is increasingly recognized as a core component of the employee value proposition because compensation remains a primary factor influencing employment decisions and organizational commitment (Maheshwari & Lodorfos, 2023). Competitive financial rewards signal organizational stability, fairness, and recognition of employee contributions, which enhances both employer reputation and workforce motivation (Chhabra & Sharma, 2021). As labor markets become more competitive and talent mobility increases, financial value continues to serve as a critical determinant of employer attractiveness across industries and geographical contexts (Alshathry et al., 2022).

Financial value plays a significant role in attracting prospective employees by influencing job choice decisions and application intentions. Job seekers often evaluate compensation packages as indicators of organizational credibility, career prospects, and long-term security, particularly in uncertain economic environments (Tanwar & Kumar, 2021). Adequate financial rewards can reduce perceived employment risk and increase confidence in organizational sustainability, thereby encouraging talented candidates to pursue employment opportunities (Sivertzen et al., 2020). Beyond attraction, financial value also contributes to employee retention by reinforcing satisfaction, motivation, and perceived organizational support, which reduces turnover intentions and strengthens loyalty (Vnoučková & Urbancová, 2022).

Furthermore, financial value has implications for employee engagement and discretionary work behaviors. When employees perceive compensation systems as equitable and competitive, they are more likely to demonstrate enthusiasm, commitment, and proactive involvement in organizational activities (Kuchеров & Zavyalova, 2021). Financial incentives can enhance morale and productivity by linking performance outcomes with tangible rewards, thereby fostering higher levels of organizational zeal and positive workplace attitudes (Karatepe & Olugbade, 2020). Conversely, perceived inadequacy or inequity in financial rewards may lead to dissatisfaction, reduced motivation, and weakened organizational identification (Chaudhuri et al., 2021).

In addition, financial value contributes to employer branding and organizational image. Organizations offering attractive compensation packages are often perceived as desirable employers, which strengthens their ability to attract skilled talent and generate positive employee advocacy (Dabirian et al., 2021). Employees who feel adequately rewarded are more likely to recommend their organization to others and contribute to a positive employer brand narrative, thereby reinforcing organizational competitiveness in the talent market (Maheshwari & Lodorfos, 2023). Consequently, financial value remains a strategic human resource tool for enhancing employer attractiveness, strengthening workforce engagement, and sustaining organizational performance in increasingly competitive global labor markets.

Employer Attractiveness

Employer attractiveness refers to the perceived benefits and overall appeal that an organization offers to current and potential employees. It reflects the extent to which individuals view an organization as a desirable place to work based on its tangible and intangible attributes, including compensation, career development opportunities, organizational culture, leadership quality, and corporate reputation (Sivertzen et al., 2020). In increasingly competitive labor markets characterized by talent shortages and high mobility, employer attractiveness has emerged as a strategic priority

for organizations seeking to secure and retain high-performing employees (Theurer et al., 2022). As human capital becomes a central source of sustainable competitive advantage, organizations must differentiate themselves not only through products and services but also through their employment offerings (Alshathry et al., 2022).

Employer attractiveness is closely linked to employer branding, which involves positioning the organization as an employer of choice by communicating a compelling employee value proposition (Maheshwari & Lodorfos, 2023). The employee value proposition encompasses economic, functional, and psychological benefits that shape how job seekers and employees evaluate organizations (Dabirian et al., 2021). Financial rewards, career growth prospects, work-life balance, organizational culture, and corporate social responsibility initiatives all contribute to attractiveness perceptions. When these elements align with individual expectations and values, they enhance job pursuit intentions and organizational commitment (Tanwar & Kumar, 2021). Research indicates that organizations with strong employer attractiveness are more likely to receive a higher number of quality applications and experience improved recruitment efficiency (Sivertzen et al., 2020).

Beyond attraction, employer attractiveness significantly influences employee retention and engagement. Employees who perceive their organization as attractive are more likely to exhibit loyalty, job satisfaction, and discretionary effort, which contribute to improved performance outcomes (Kucherov & Zavyalova, 2021). Positive perceptions of the employer enhance psychological attachment and strengthen affective commitment, reducing turnover intentions (Chhabra & Sharma, 2021). In addition, attractive employers tend to benefit from positive word-of-mouth communication, as satisfied employees often recommend their organizations to peers and professional networks, thereby reinforcing employer brand equity (Dabirian et al., 2021).

Digital transformation and the rise of social media have further amplified the importance of employer attractiveness. Online employer review platforms and social networking sites allow employees and job seekers to share experiences and evaluations publicly, influencing organizational reputation and applicant perceptions (Sivertzen et al., 2020). Transparency in compensation practices, leadership behavior, and workplace culture has become essential in sustaining attractiveness in the digital era (Maheshwari & Lodorfos, 2023). Organizations must therefore ensure consistency between their employer brand promises and actual employment experiences to maintain credibility and trust (Theurer et al., 2022).

Moreover, employer attractiveness is shaped by contextual factors such as economic conditions, industry dynamics, and generational expectations. Younger generations, for instance, often prioritize meaningful work, flexibility, and career progression alongside financial rewards (Alshathry et al., 2022). Consequently, organizations must adopt holistic strategies that integrate financial value with developmental and relational aspects of employment. By strategically enhancing employer attractiveness, organizations can strengthen application intentions, encourage employee advocacy, and foster organizational zeal, ultimately contributing to long-term sustainability and competitive positioning.

Measures of Employer Attractiveness

Employer attractiveness has become an increasingly important construct in human resource management and organizational behavior research because organizations compete intensely for skilled talent in dynamic labor markets. It reflects how desirable an organization is perceived to be as a workplace by both current employees and prospective applicants, shaping recruitment success, employee retention, and organizational reputation (Theurer et al., 2022). As employer branding strategies evolve, researchers have emphasized the need for clear measures of employer attractiveness that capture both internal employee attitudes and external job seeker perceptions (Maheshwari & Lodorfos, 2023). Among the most widely examined indicators are recommendation intention, application intention, and organizational appeal, which collectively provide insight into how individuals evaluate employers and how those evaluations influence behavioral intentions and organizational outcomes (Sivertzen et al., 2020).

Recommendation Intention: Recommendation intention refers to the willingness of employees or job seekers to endorse an organization as a desirable workplace to others. It is often considered a behavioral manifestation of positive employer perception and satisfaction, reflecting trust in organizational practices, leadership, and reward systems (Dabirian et al., 2021). Employees who perceive high employer attractiveness are more likely to recommend their organization to friends, colleagues, and professional networks, thereby strengthening employer brand visibility and credibility (Tanwar & Kumar, 2021). Recommendation intention also plays a crucial role in informal recruitment channels, as employee referrals frequently produce higher-quality applicants and reduce recruitment costs (Alshathry et al., 2022). Positive recommendations are particularly influenced by financial value, career opportunities, organizational culture, and work–life balance provisions, all of which contribute to employees' overall evaluation of their employment experience (Chhabra & Sharma, 2021).

Furthermore, recommendation intention serves as an indicator of employee advocacy and organizational commitment. Employees who perceive fairness in compensation and supportive workplace practices often develop stronger emotional attachment to their organization, increasing their likelihood of promoting it positively (Kuchеров & Zavyalova, 2021). Conversely, dissatisfaction with financial rewards or workplace conditions can reduce recommendation intention and generate negative word-of-mouth, potentially damaging employer reputation (Maheshwari & Lodorfos, 2023). This highlights the importance of maintaining alignment between employer brand promises and actual employment practices, as discrepancies may undermine employee advocacy and perceived employer attractiveness (Theurer et al., 2022).

Application Intention: Application intention represents another critical measure of employer attractiveness, referring to the likelihood that potential job seekers will apply for employment with a particular organization. It reflects external perceptions of the organization's desirability and is strongly influenced by employer branding, compensation packages, career development opportunities, and organizational prestige (Sivertzen et al., 2020). Organizations perceived as attractive tend to attract larger pools of qualified applicants, improving recruitment efficiency and talent acquisition outcomes (Tanwar & Kumar, 2021). Financial value plays a particularly significant role in shaping application intention, as competitive compensation signals organizational stability and recognition of employee contributions (Alshathry et al., 2022).

Application intention is also influenced by psychological and symbolic factors such as organizational culture, leadership reputation, and corporate social responsibility initiatives. Job seekers increasingly evaluate employers not only on economic rewards but also on alignment with personal values, work flexibility, and opportunities for growth (Maheshwari & Lodorfos, 2023). Research suggests that employer attractiveness enhances perceived person–organization fit, which strengthens job pursuit intentions and increases the likelihood of successful recruitment outcomes (Chhabra & Sharma, 2021). Digital communication platforms, including employer review websites and social media, further shape application intentions by providing accessible information about organizational practices and employee experiences (Sivertzen et al., 2020).

Organizational appeal represents the broader affective and cognitive evaluation of an organization as an employer, encompassing both tangible rewards and intangible attributes such as organizational culture, leadership style, innovation climate, and corporate reputation (Theurer et al., 2022). It reflects the overall attractiveness of the organization as a workplace and influences both internal employee engagement and external applicant perceptions. High organizational appeal often leads to increased employee pride, commitment, and willingness to contribute beyond formal job requirements (Kuchеров & Zavyalova, 2021). Employees who perceive strong organizational appeal are more likely to demonstrate enthusiasm, loyalty, and proactive behaviors that support organizational goals.

Financial value constitutes a central component of organizational appeal, as compensation fairness and reward competitiveness significantly shape how employees and job seekers evaluate employers. Attractive financial packages enhance perceptions of organizational stability, fairness, and appreciation, which contribute to stronger employer appeal (Alshathry et al., 2022). However, research also indicates that financial rewards alone are insufficient; organizational appeal is strengthened when financial value is integrated with supportive leadership, career development opportunities, and positive workplace culture (Maheshwari & Lodorfos, 2023). This holistic approach to employer attractiveness reflects contemporary workforce expectations, particularly among younger generations who prioritize both economic security and meaningful work experiences.

Organizational Appeal: Organizational appeal also influences employee retention and engagement outcomes. Employees who perceive their organization as appealing are less likely to seek alternative employment and more likely to invest effort in organizational success (Chhabra & Sharma, 2021). Positive organizational appeal fosters psychological attachment and identification with organizational values, which enhances performance, innovation, and collaboration (Kuchеров & Zavyalova, 2021). Additionally, organizations with strong appeal benefit from enhanced employer reputation, making it easier to attract high-quality talent in competitive labor markets (Theurer et al., 2022).

The interplay between recommendation intention, application intention, and organizational appeal provides a comprehensive framework for assessing employer attractiveness. Recommendation intention captures internal advocacy and employee satisfaction, application intention reflects external talent attraction, and organizational appeal represents overall employer evaluation encompassing both tangible and intangible attributes (Maheshwari & Lodorfos, 2023). Together, these measures allow organizations to assess the effectiveness of their employer branding strategies and identify areas for improvement in compensation, organizational culture, and employee experience.

In contemporary organizational contexts characterized by globalization, technological change, and evolving workforce expectations, measuring employer attractiveness through these dimensions is essential for sustaining competitive advantage. Organizations that effectively enhance recommendation intention, application intention, and organizational appeal are better positioned to attract, engage, and retain skilled employees, thereby strengthening organizational performance and long-term sustainability (Alshathry et al., 2022). Consequently, understanding these measures provides valuable insights for human resource practitioners and researchers seeking to optimize employer attractiveness in increasingly competitive labor markets.

How Financial Value Enhances Employer Attractiveness

Financial value has emerged as a critical determinant of employer attractiveness in contemporary human resource management literature, particularly as organizations compete for highly skilled employees in increasingly competitive labor markets. Financial value broadly encompasses salaries, bonuses, incentives, benefits, and job security provisions that employees perceive as economic returns for their labor and expertise (Maheshwari & Lodorfos, 2023). These financial rewards significantly shape how both current employees and potential applicants evaluate organizations, influencing perceptions of fairness, stability, and organizational commitment (Chhabra & Sharma, 2021). Research consistently indicates that organizations offering competitive financial packages are more likely to attract qualified candidates and retain talented employees, highlighting the central role of financial value in employer attractiveness (Alshathry et al., 2022). Financial value also signals organizational strength and sustainability, which reinforces employer reputation and enhances overall workplace desirability (Sivertzen et al., 2020).

The relationship between financial value and employer attractiveness is deeply rooted in the employee value proposition, where compensation represents a tangible indicator of how much an organization values its workforce. Competitive pay structures and comprehensive benefits enhance

perceptions of organizational credibility and employee appreciation, which in turn improve employer brand equity (Theurer et al., 2022). Empirical studies suggest that financial incentives remain one of the most influential factors affecting job choice decisions, particularly among early-career professionals and highly mobile talent pools (Tanwar & Kumar, 2021). While non-financial factors such as organizational culture, leadership support, and career development opportunities are increasingly important, financial value continues to serve as a foundational component of employer attractiveness, especially in emerging economies where economic stability remains a key concern (Alshathry et al., 2022). When employees perceive compensation as equitable and competitive, they are more likely to develop positive attitudes toward the organization, thereby enhancing attractiveness perceptions.

Financial value also has a strong relationship with recommendation intention, which refers to employees' willingness to endorse their organization as a desirable workplace to others. Recommendation intention reflects both satisfaction with employment conditions and confidence in organizational practices (Dabirian et al., 2021). Employees who perceive financial rewards as fair and rewarding often exhibit higher levels of organizational commitment and advocacy, leading them to recommend their employer to peers, professional networks, and potential job seekers (Kuchеров & Zavyalova, 2021). Such recommendations play a crucial role in employer branding because positive word-of-mouth enhances organizational reputation and attracts high-quality applicants (Maheshwari & Lodorfos, 2023). Conversely, dissatisfaction with compensation can reduce recommendation intention and even result in negative organizational publicity, which may undermine recruitment efforts and employer brand image (Chhabra & Sharma, 2021).

The link between financial value and recommendation intention can also be explained through motivational and exchange perspectives, where employees reciprocate perceived organizational support through positive advocacy behaviors. Fair compensation signals recognition and respect, fostering emotional attachment and trust in the organization (Karatepe & Olugbade, 2020). This psychological attachment encourages employees to act as brand ambassadors, promoting the organization's attractiveness externally. Research further suggests that employees who perceive financial fairness are more likely to share positive employment experiences on social media platforms and professional networks, amplifying employer visibility and attractiveness (Sivertzen et al., 2020). Consequently, financial value not only affects individual satisfaction but also contributes to broader organizational reputation through employee advocacy.

Application intention represents another critical outcome influenced by financial value. Application intention refers to the likelihood that potential job seekers will pursue employment opportunities with a particular organization based on their perceptions of its attractiveness (Tanwar & Kumar, 2021). Competitive compensation packages often serve as a primary motivator for job seekers, particularly when evaluating multiple employment options. Financial rewards signal job security, career advancement opportunities, and organizational stability, which increase the perceived desirability of employment (Alshathry et al., 2022). Studies indicate that organizations offering strong financial value propositions attract larger pools of applicants and experience improved recruitment outcomes (Maheshwari & Lodorfos, 2023).

Financial value also influences application intention by shaping perceptions of person–organization fit. Job seekers often assess whether an organization's compensation structure aligns with their expectations, career goals, and financial needs (Chhabra & Sharma, 2021). When alignment exists, applicants are more likely to perceive the organization positively and submit job applications. Moreover, transparent communication about compensation policies enhances trust and reduces uncertainty during the recruitment process, further strengthening application intention (Theurer et al., 2022). In digital recruitment environments, compensation transparency on job portals and employer review platforms significantly influences applicant decisions, demonstrating the growing importance of financial value in shaping application behavior (Sivertzen et al., 2020).

The relationship between financial value and application intention is particularly pronounced in contexts characterized by economic uncertainty or high living costs, where financial security

becomes a dominant employment consideration. In such environments, competitive salaries and benefits not only attract applicants but also reduce perceived employment risk (Alshathry et al., 2022). However, research suggests that financial value interacts with other organizational attributes, such as career development opportunities and organizational culture, in shaping application intentions, indicating the need for integrated employer branding strategies (Maheshwari & Lodorfos, 2023).

Organizational appeal represents the broader evaluation of an organization's desirability as a workplace, encompassing both economic and non-economic factors. Financial value plays a central role in shaping organizational appeal because compensation fairness and competitiveness strongly influence employees' overall perceptions of their employer (Kuchеров & Zavyalova, 2021). Attractive financial packages enhance feelings of recognition, job satisfaction, and organizational pride, which contribute to stronger psychological attachment and engagement (Chhabra & Sharma, 2021). Organizational appeal is therefore strengthened when employees perceive financial rewards as reflective of their contributions and aligned with industry standards.

Financial value also contributes to organizational appeal by reinforcing perceptions of organizational stability and credibility. Organizations that consistently offer competitive compensation are often viewed as financially sound and strategically successful, enhancing their reputation among both employees and external stakeholders (Theurer et al., 2022). This perception can increase employee confidence in long-term career prospects within the organization, fostering loyalty and sustained engagement (Karatepe & Olugbade, 2020). Furthermore, attractive compensation structures support employee well-being by reducing financial stress, which enhances productivity, morale, and overall organizational commitment (Maheshwari & Lodorfos, 2023).

While financial value significantly influences organizational appeal, research emphasizes that it must be complemented by supportive organizational culture, effective leadership, and career development opportunities to sustain long-term attractiveness (Alshathry et al., 2022). Employees increasingly seek holistic employment experiences that combine financial security with meaningful work, flexibility, and professional growth. Organizations that successfully integrate financial rewards with positive workplace practices tend to achieve higher levels of organizational appeal and employee engagement (Chhabra & Sharma, 2021). This holistic approach reflects evolving workforce expectations and the growing importance of employer branding in talent management.

The interplay between financial value, employer attractiveness, recommendation intention, application intention, and organizational appeal underscores the strategic importance of compensation management in contemporary organizations. Financial value serves not only as a transactional reward but also as a symbolic indicator of organizational priorities, fairness, and respect for employees (Maheshwari & Lodorfos, 2023). By offering competitive and equitable financial rewards, organizations can enhance employer attractiveness, encourage employee advocacy, attract qualified applicants, and strengthen overall organizational appeal. These outcomes collectively contribute to improved recruitment efficiency, employee retention, and organizational performance.

Financial value remains a fundamental driver of employer attractiveness and its associated outcomes. Its influence extends beyond basic compensation considerations to shape perceptions of organizational credibility, employee satisfaction, and workplace desirability. Strong financial rewards enhance recommendation intention by encouraging employee advocacy, increase application intention by attracting prospective candidates, and strengthen organizational appeal by fostering positive employee attitudes and engagement. As labor markets continue to evolve, organizations must strategically manage financial value alongside other employment attributes to sustain competitiveness and ensure long-term organizational success.

CONCLUSION

The study highlights the critical role of financial value in shaping employer attractiveness and related behavioral outcomes within organizations. Financial rewards such as salaries, incentives, bonuses,

and benefits remain fundamental in influencing how employees and job seekers perceive an organization's desirability as an employer. The findings reinforce the view that competitive financial value not only enhances employer attractiveness but also strengthens recommendation intention, application intention, and organizational zeal. When employees perceive fairness and adequacy in compensation, they are more likely to develop positive attitudes toward the organization, advocate for it to others, pursue employment opportunities within it, and demonstrate enthusiasm and commitment to organizational goals. Conversely, inadequate or inequitable financial value can weaken employer appeal, reduce employee advocacy, discourage potential applicants, and diminish overall organizational engagement. Therefore, strategic financial reward management is essential for organizations seeking to attract, motivate, and retain talent while sustaining a strong employer brand.

RECOMMENDATIONS

Several recommendations are proposed to enhance the impact of financial value on employer attractiveness and its associated outcomes.

1. Organizations should ensure that compensation systems are transparent, fair, and competitive within their industry to improve employees' willingness to recommend the organization to others.
2. Organizations should complement financial rewards with recognition programs that acknowledge employee contributions to strengthen positive word-of-mouth advocacy and organizational reputation.
3. Organizations should strategically communicate their financial value proposition during recruitment processes to increase job seekers' application intentions.
4. Organizations should periodically benchmark compensation packages against industry standards to maintain competitiveness and attract qualified applicants.
5. Organizations should link financial rewards to performance outcomes in a fair and motivating manner to promote higher levels of employee enthusiasm and commitment.
6. Organizations should integrate financial rewards with employee development initiatives such as training and career progression opportunities to foster stronger organizational zeal and sustained motivation.

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