

# Perceived Job Attributes and Intention to Join Among MBA Students

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## Abstract

Today, with globalization, when companies are trying too hard to “attract and retain the best talent,” the new graduates are searching for preferred attributes in a job/organization. Consequently, when the companies advertise the vacancies, the students prefer to join the company that is closer to what they regard as the “ideal employer.” The present paper proposed to understand the impression of perceived job attributes concerning employer branding perspective from the MBA final year students and discussed its significance in influencing the student’s decision-making process. Our study explored the existing literature for perceived job attributes and analyzed them using descriptive research analysis. A theoretical framework was proposed and tested with 411 valid data points. Structural equation modeling (SEM) was used to test the proposed framework. The empirical study revealed that the “perceived job attributes” positively influenced the “intention to join” the company. The implications suggest that MBA graduates are significant assets to a business and have a substantial role in the future growth of the company, therefore, it was important to understand their perspective on choosing the right company associated with numerous benefits.

**Keywords :** employer branding, work-life balance, compensation packages, perceived job attributes, recruiter's behavior, intention to join

**JEL Classification Code :** M12, M50, M54

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Employer branding is a proactive tool for human resources that helps companies to identify themselves within their market sphere as the most competitive moat in the form of an employer for its current staff, potential employees, or as a partner to the customers. In India, employer branding may be a new terminology for many firms. Yet, it is successful in being significant for the companies in upholding and constructing internal and external brand factors in retaining loyalty and driving the performance of their employees. According to the Randstad (2020) worldwide report, the majority of Indian employees (55%) stated that they would prefer to work for giant international corporations, with only 9% preferring Indian start-ups. This is the reason why Indian organizations are adopting employer branding strategies. Prospective employees want to learn about the attributes that the employer is offering along with other various factors, including their business

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product/model, the funds, the compensation packages, and the profit share that they are going to offer to the employees of the company, and it has been recognized that today, no matter how hard the company tries, attracting and retaining the right human resource employees can provide the companies with a continuous inexpensive advantage (Berthon et al., 2005; Pfeffer, 1994). It has also been noted from the maximum number of surveys done on Indian employees that the most popular sectors operating in India are the IT sector as well as the telecom sector, which covers 67% of Indian employees; however, employer branding has also become the most used crucial tool for HR leaders, hiring managers, as well as the various recruiters who are managing to get the right candidates in order to fulfill the skilled and good quality employees to the companies.

Since the majority of Indian companies have successfully implemented employer branding strategies “to attract and retain top-level talents,” it has been observed over time that as the country's population has grown, competition for talent has intensified. Some talents are even overlooked for various reasons, such as not having attended some of the country's top universities.

### ***Research Gap***

The past studies only focused on exploring the employer branding attributes in attracting the right employees to the right employer, and none of them have done a study on finding out the perceived job attributes concerning students from the MBA background (Harsolekar & Munshi, 2018). Most studies have emphasized the employer branding dimensions and overlooked the role of the recruiter's behavior on intent to join the Indian companies. In India, however, the accessible research studies on the attributes that affect MBA students' intention to join are sparse (Maurya & Agarwal, 2018). The present paper intends to discover these attributes preferred by MBA graduates and their intention to join an organization.

### ***Research Purpose***

This paper primarily focuses on identifying the attributes MBA students prefer while making their decision to join an organization. Understanding the perception of business students is crucial in the present time because they are the real strategy makers, and their impersonations can make the business grow faster and more impactful in developing countries like ours. It has been given that companies that offer a good reputation, ideal work location, and learning work environment, including attractive compensation packages and various employee benefits, can attract more productive applicants (Cable & Turban, 2003; Smola & Sutton, 2002). Similar to launching a new company, attracting the proper talent is challenging and calls for abilities and practical solutions to get over the obstacles (Burke & Ng, 2006; Ng & Burke, 2006).

Additionally, other studies have been carried out to understand the job seeker's application behavior (Harris & Fink, 1987). Using data gathered from five prestigious management schools in New Delhi (NCR) and the National Capital Region of India, this empirical study aims to fill the research gap. According to Collins and Stevens (2002), it specifically takes an employer brand strategy approach to recruitment. It looks at the perceived job attributes that affect the students' decision-making processes and, thus, their intentions to join the best likely offered organization. The competition “never sleeps,” according to the 2022 post-COVID Firstbird Report, whether it be between employers vying for talent or between job searchers attempting to select the qualities of a potential employer (“Employer branding in the post-Covid,” 2022). A recent empirical study by Johnson et al. (2019) found that employer branding is regarded as one of the important business strategies for increasing organizational attractiveness as well as attracting and engaging potential employees. When Generation Z and millennials start working, businesses need to adapt their strategies to fit the new target market (Sharma & Tanwar, 2023).

Talented people nowadays need first to understand the organizations in order to assess different norms, values, and cultures that suit their preferences. Graduate job seekers also need to understand the organization's past and present. For example, how can a well-known social networking site like Facebook routinely attract better prospects than other recruiting firms?

## **Literature Review and Hypothesis**

Agrawal and Swaroop (2009) found that one of the most important elements influencing the decision of which professional path to pursue was the prospective employee's skills, competencies, and abilities. This study involved a group of management students in India. An MBA graduate is supposed to have the significant value of business-related knowledge as well as managerial skills, that's the way they can perceive the importance of job-related attributes in choosing the right employer. It has been rightly guided that the positive impression of the organization significantly influences the decision-making process of prospective employees to join the organization.

Understanding the factors that influence MBA graduates to accept a job offer from one company over another is important, given the shifting and diverse preferences of business and management students. One important factor is employer branding, which states that a company “should form the desirable outlook of the workplace in order to communicate well with the current as well as the future employees” (Botha et al., 2011). These efforts incorporate the whole relationship between a prospective employee and the employer. The concept of employer branding has a long-lasting impact on millennials; thereby, it adds value to the development of the organization and creates a clear understanding among job seekers. To build the employer branding, the company should choose to set the standard activities for the potential applicants, which in return will inspire people to apply for the job, according to a recent research study by Nguyen and Huynh (2022).

Various researchers have studied the concept of employer branding to ascertain its various antecedents; however, no study has been undertaken to understand factors like perceived job attributes and recruiter's behavior aspect on joining the organization (Myrden & Kelloway, 2015). In this paper, we will try to address this gap by understanding the perceived job attributes and recruiter's behavior aspect while understanding the value aspect of social identity theory and its connection with employer branding by proposing the conceptual framework analysis, thereby adding value to the organization's development.

### ***Perceived Job Attributes***

Perceived job attributes are one of the most critical dimensions of job seekers' beliefs about employers. Most of the prior research on various perceived job attributes by prominent authors (Ng & Burke, 2006) has identified a huge number of perceived job attributes that influence the decision-making process of graduates. It has been studied from the perspective of job-seeking business graduates on the attributes they surely have some basic knowledge of the kind of benefits that a firm offers to their employees. According to Harris and Fink (1987), these qualities have to do with the “nature of work,” “salary and compensation,” “career progress,” “learning and advancement,” “location,” “social and cultural factors like job security,” “positive work environment,” and “sociable co-workers.”

In earlier research on perceived job attributes, authors have systematically alienated the attributes based on the perceptions of the millennials, and these factors may include :

- ✎ Job security in the organization;
- ✎ Good compensation package to the employees (existing & newcomers);

- ✧ Organize time-to-time training and development programs;
- ✧ The work environment of the organization.

According to Agrawal and Swaroop (2009), perceived job attributes as being the most serious dimension of job seekers or the existing employees' acceptance of the employer include :

- ✧ Responsibility and empowerment by giving them challenging tasks, early-career responsibilities;
- ✧ Ideal location with a suitable compensation package (national & international) by offering a good salary, preferred geographical location in advanced countries;
- ✧ The learning and advancement aspect includes career growth prospects, various career-related opportunities, and new skills with the help of training & development programs;
- ✧ Social and cultural elements include having a positive corporate culture, having socially conscious coworkers, and having an ideal size business.

Recent studies about the perceived job attributes are contributing to employer branding in increasing overall well-being and loyalty as well as employee engagement to fulfill the person-organization fit during the hiring process (Alves et al., 2020; Behrends et al., 2020; Benraïss-Noailles & Viot, 2021; Tanwar & Kumar, 2019).

### ***Recruiter's Behavior***

Rynes et al. (1991) stated that the behavior of recruiters should receive high emphasis in future research because interviewee attraction is the direct goal of recruiting. As the unique variance predictor of applicant attraction, it is accounted for. Numerous studies have indicated a clear correlation between the millennials' ambition to join the business and the recruiters' ability to entice them. The signaling theory suggests that usually, the millennials interpret the recruiter's behavior through the signals they provide on the working conditions of the company, like :

- ✧ Unfriendly work environment
- ✧ Interview structure
- ✧ Recruiter incompetence
- ✧ Recruiter informing and selling behaviors
- ✧ Recruiter person's ableness.

According to Carless and Wintle (2007), recruiters who exhibit unfriendliness during the interview process may send a negative message about the work environment, which in turn could discourage applicants from applying to the company. According to Patra and Tripathi (2019), in a similar vein, the success of the hiring process hinges on the recruiter's ability to act with kindness and positivity, as opposed to using harsh tactics so that the organization can grow and recruit more talent.

### ***Compensation Package***

Compensation packages that lead to career earnings can have a long-lasting impact on the initial salaries. For

instance, salary raises are frequently granted as percentages of base pay. As a result, basic pay typically serves as the foundation for other compensation packages like stock options, profit-sharing, and pensions. Pay-for-performance can be used to motivate employees by giving them a specific target and rewarding them after their achievements, according to the reinforcement theory (Harunavamwe & Kanengoni, 2013).

Compensation or fringe benefit packages include “all outflow acquired to benefit employees over and above regular incomes and direct monetary incentives related to output.” Fringe benefits as compensation in addition to salaries or direct wages, such as subsidized meals, company cars, medical insurance, paid holidays, house allowance, pension schemes, and some are regarded as part of a taxable income, is how these benefits are defined (Erbasi & Arat, 2012). There has been an intensive growth of the concept of various compensation and fringe benefits among employees. It has been said that the monthly salary is an important variable that has an impact on employer attractiveness dimensions (Verma & Verma, 2015).

### **Work-Life Balance**

The work-life balance of employees has been acknowledged as one of the critical areas for the organization for effective maintenance of its human resources (Mariappanadar, 2013; Maurya & Agarwal, 2018; Mittal et al., 2017). It is interesting to note that the work-life balance has risen to approximately 46% of respondents' lists of important considerations when selecting an employer, according to recent reports on corporate business. It is a good idea for businesses to adopt work-life balance initiatives. In addition to job sharing, flexible work schedules, compressed work weeks, employer-subsidized childcare, part-time work with referral services, parental leave, telecommuting, and on-site child care facilities, there are many other “family-friendly policies” available (Hartel et al., 2007). Consequently, because they offer options for a work-life balance, companies with a supportive culture are favored as possible places to work (Jnaneswar, 2016).

Taking into account the research above, determining the precise contribution of the traits linked to the job attributes as viewed by MBA graduates calls for a thorough methodology. Selecting the appropriate quality is a crucial step that might affect the graduates' output immediately. The literature suggests that business graduates are more prone towards employer branding attributes in the form of perceived job attributes (Agrawal & Swaroop, 2009) to attract the right talents, recruiters' behavior in understanding their role in being positive in the intention to join (Highhouse et al., 2003) to the right employer.

According to earlier research on MBA graduates' preferences for job attributes, the most used and preferred job and organizational attributes by prospective job applicants are attractive compensation and pay, job security, opportunities for advancement or developmental opportunities (Berthon et al., 2005; Sutherland, 2012; Turban & Keon, 1993). Other than these, the most researched job and organizational features are “challenging job” (Gomes & Neves, 2011), “location” (Turban & Keon, 1993), “organizational reputation” (Phillips et al., 1994), “opportunities to travel abroad” (Ng et al., 2006), and “work relationship” (Sutherland, 2012). Hence, the right approach of employer branding attributes and the recruiter's behavior to signal the perceived job for MBA graduates can impact the intention to join the right employer.

The combined impact of perceived job attributes like the compensation package, recruiter's behavior, and work-life balance to encourage the intention to join the MBA graduates have been given less significance in the literature as yet. In this study, we try to examine which of the perceived job attributes have the highest impact on the intention to join the companies by MBA graduates, and based on this, this research study proposes H1 as :

➤ **H1** : Perceived job attributes significantly influence the intention to join a company.



## Research Methodology

### *Finalization of the Attributes*

In this research study, we have explored the most significant perceived job attributes used by MBA students, prepared the checklist of 20 attributes from the literature support, and distributed the checklist to the final year MBA students ( $n = 30$ ) of the top tier MBA colleges in the Delhi - NCR region. We asked the students to rate the attributes on a 4-point Likert scale, where “1” indicated “*Important*,” and “4” indicated “*Not important*.” Attributes whose average score was greater than 3 were considered to be significant for this research study. The attributes that scored greater than 3 were recruiter's behavior (3.11), compensation package (3.89), and work-life balance (3.75). After the careful selection of the attributes, the questionnaire was designed.

### *Instruments*

To measure recruiter's behavior, a 4-item scale (Rynes, 1980) is applied. Responses were collected on a Likert-type scale of 7 points where “1” symbolizes “*strongly disagree*” and “7” symbolizes “*strongly agree*.” For compensation packages, the 6-item scale by Berthon et al. (2005) was used (Nisar & Siddiqui, 2019; Srivastava & Bhatnagar, 2010). A 7-point Likert scale ranging from “1,” indicating “*strongly disagree*,” and “7” indicating “*strongly agree*” was used. The Matinez et al. (2013) 8-item scale was used to measure WLB. A 7-point Likert scale, with 1 denoting “*strongly disagree*” and 7 denoting “*strongly agree*,” was used to record the replies. The Berthon et al. (2005) and Highhouse et al. (2003) instruments were used to measure the intention to join. The responses were recorded on a 7-point Likert scale, where 1 denotes “*strongly disagree*,” and 7 denotes “*strongly agree*.”

While choosing the respondents, we had put the criteria of including the millennials only from a management background pursuing an MBA degree (Pradeep Kumar et al., 2019). The data were collected from top-tier colleges from the New Delhi (NCR) National Capital Region in India (Mishra, 2018). A total of 411 responses were collected from the final year management (MBA) students of the Master of Business Administration Program. The sample consisted of 249 male and 162 female students pursuing the course from the New Delhi-NCR region. The selected student respondents were from the age group between 21–30 years. Most of the participants ( $n = 207$ ) had BBA as an educational background, a few of them ( $n = 177$ ) had a Bachelor of Commerce as an educational background, and the rest of them were from a Science background. A total of 237 student respondents had more than two years of professional experience.

## Analysis and Results

This research has used structural equation modeling for the analysis of the theoretical framework. Software called “SPSS” and “AMOS” are used to perform the structural equation model. Cronbach's alpha coefficient was used to confirm the reliability of the constructs. The dimension model's convergent and divergent validity are assessed using the Tucker-Lewis index, chi-square (pertaining to the degree of freedom), standardized root means square residual, and AVE. Using loading scores, the one-dimensionality factor is verified. To evaluate the model's goodness of fit, a number of indices are employed, such as the root mean square error of approximation. The standard deviation of variables was done on the basis of the value taken from the reliability analysis of the model. The replies were ensured by calculating the Cronbach's alpha value of the variables. The results of the reliability statistics are shown in Table 1.

The results show that out of the three dimensions of perceived job attributes in MBA students, the

**Table 1. Descriptive and Reliability Analysis**

Variables	Dimensions	Number of Statements	Average Score	Standard Deviation	Cronbach's Alpha
Perceived Job	Recruiter's Behavior	4	4.495	1.342	0.830
Attributes	Compensation Package	6	4.883	1.384	0.890
	Work-life Balance	8	4.776	1.383	0.905
Intention to Join		6	4.727	1.307	0.876

compensation package influences the intention to join as it displays the highest mean value (4.883) followed by work-life balance (4.776). In contrast, the recruiter's behavior is found to have the lowest impact (4.495).

Perceived work qualities and influencing MBA students' intention to join the organization are the components that make up the construct validity of the measuring scale. The dependent variable in the measurement model is the intention to join, and it is influenced by perceived job qualities such as work-life balance, remuneration package, and recruiter behavior. Every interval between 1 and 7 was used to measure the variables. All the variables were assumed to be zero-order constructs that are reflective. The construct validity of the measurement scale comprising of perceived job attributes and intention to join includes convergent validity and discriminant validity. The regression weights of the constructs are shown in Table 2.

**Table 2. Regression Weights**

Dimensions	Direction	Constructs	Construct Loadings	Regression Weight	Standard Error	Critical Ratio	p-value
RB4	<---	Recruiter's Behavior	0.723	1.031	0.085	12.369	***
RB3	<---		0.768	1.135	0.086	12.955	***
RB2	<---		0.811	1.198	0.087	13.421	***
RB1	<---		0.682	1.000			
CP6	<---	Compensation Package	0.774	1.000			
CP5	<---		0.781	0.945	0.057	16.306	***
CP4	<---		0.674	0.794	0.055	13.725	***
CP3	<---		0.771	0.981	0.063	16.003	***
CP2	<---		0.835	1.038	0.057	17.611	***
CP1	<---		0.705	0.841	0.056	14.503	***
WLB8	<---	Work-life Balance	0.715	0.999	0.075	13.606	***
WLB7	<---		0.734	1.083	0.079	13.963	***
WLB6	<---		0.706	1.000			
WLB5	<---		0.807	1.112	0.075	15.276	***
WLB4	<---		0.747	1.083	0.077	14.161	***
WLB3	<---	Intention to Join	0.733	1.107	0.078	13.944	***
WLB2	<---		0.756	1.078	0.076	14.357	***
WLB1	<---		0.713	0.945	0.071	13.540	***
ITJ6	<---		0.718	0.981	0.073	13.689	***
ITJ5	<---		0.729	1.000			***

ITJ4	<---	0.780	1.047	0.071	14.879	***
ITJ3	<---	0.694	0.915	0.070	13.226	***
ITJ2	<---	0.760	1.006	0.068	14.499	***
ITJ1	<---	0.714	0.972	0.073	13.635	***

The findings of the confirmatory factor analysis are found to be satisfactory as the construct loading of each statement is above 0.6. Hence, all the items of the scale are determined and significantly represent their underlying construct. Table 3 results indicate that composite reliability and AVE of each construct are found to be more than 0.7 and 0.5, respectively; this confirms that convergent validity exists in the measurement scale. The standards provided by Fornell and Larcker (1981) are followed to estimate discriminant validity, showing that the MSV value of each construct is lesser than the AVE estimate of the construct, as shown in Table 3.

In Table 4, the upper diagonal represents the square root of AVE for each construct, which is more than its correlation in the same column. Thus, both discriminant and convergent validity are present in the measurement scale.

The CFA approach has been used to calculate the model of fit indices measurement. Table 5 ensures (CMIN/DF) = 1.869 [ $p < 0.001$ ], CFI = 0.955, GFI = 0.912, NFI = 0.909, TLI = 0.948, and RMSEA = 0.045 which are as per the requirements. Hereafter, it can be concluded that the present study model consisting of three independent variables influencing the intention to join the company decision of MBA students is statistically fit and can be used for the structural study.

**Table 3. Summary of the Measurement Model**

Variables	Composite Reliability (CR)	Average Variance Extracted (AVE)	Maximum Shared Variance (MSV)
Recruitor's Behavior	0.889	0.577	0.137
Compensation Package	0.836	0.557	0.156
Work-life Balance	0.872	0.539	0.166
Intention to Join	0.905	0.546	0.167

**Table 4. Discriminant Validity**

Variables	Recruiter's Behavior	Compensation Package	Work-life Balance	Intention to Join
Recruiter's Behavior	<b>0.757</b>			
Compensation Package	0.276	<b>0.746</b>		
Work-life Balance	0.373	0.394	<b>0.734</b>	
Intention to Join	0.265	0.237	0.412	<b>0.741</b>

**Table 5. Statistical Fitness Indices**

	CMIN/DF	GFI	CFI	NFI	TLI	RMSEA
	1.869	0.912	.955	.909	.948	0.045
Minimum required value	Less than 3	More than 0.8	More than 0.9	More than 0.9	Less than 0.08	More than 0.9



In the structural model, the perceived job attributes are assumed to be the “second-order” construct measured with the help of the recruiter's behavior, compensation package, and work-life balance. All three constructs are zero-order and reflective constructs. The perceived job attributes of a prospective employee are taken as an “exogenous construct,” while the intention to join is considered as an “endogenous construct” in the model. The intention to join the company is a zero-order reflective construct, restrained with the help of six statements. The SEM is used for the cause-and-effect relationship.

As per the Table 6 results, the three zero-order constructs: recruiter's behavior (critical ratio = 5.380, path coefficient = 0.506), compensation package (path coefficient = 0.494), and work-life balance (critical ratio = 5.577, path coefficient = 0.520) are considered to be meaningfully signified by prospective employees, or MBA students, regarding their perceived job attributes. A positive and substantial effect of perceived job attributes of MBA students as future employees is also found in developing their intention to apply (path coefficient = 0.776, critical ratio = 5.689) at a significance level of 5%. Therefore, with a 95% confidence level, the hypothesis that perceived job attributes positively influence the intention to join the company is accepted.

In this research paper, it is observed that the perceived job attributes of MBA students encourage their intention to join the company. The results of statistical capability are presented in Table 7; the second column displays the considered values, and the third column displays the minimum acceptable values, followed by the references in the fourth column.

The outcomes of CMIN/DF of the structural model are 1.857 (less than 3), GFI is 0.912 (more than 0.8), CFI is found to be 0.955 (greater than 0.9), NFI is found to be .912 (more than 0.8). TLI is found to be 0.952 (more than 0.9). RMSEA is found to be 0.047 (more than 0.08). Hence, it is determined that the statistical fitness of the model is as per the required standards (Hair Jr. et al., 2021; Kline, 2016). Hence, the above consequences are comprehensive for research purposes.

**Table 6. Regression Weights of SEM Analysis**

Endogenous Construct	Direction	Exogenous Constructs	Path Coefficient	Unstandardized Beta	Standard Error	Critical Ratio	p-value	R square
Compensation Package	<---	Perceived Job Attributes	0.494	1.000				61%
Recruiter's Behavior	<---	Perceived Job Attributes	0.506	0.846	0.155	5.380	0.000	
Work-life Balance	<---	Perceived Job Attributes	0.520	0.907	0.166	5.577	0.000	
Intention to Join	<---	Perceived Job Attributes	0.776	1.345	0.237	5.689	0.000	

**Table 7. Measurement Model Fit Indices**

Fit-Index	Obtained Value	Acceptable Range	References
RMSEA	0.047	More than 0.9	Hu & Bentler (1999), Steiger (2007)
GFI	0.912	More than 0.8	Hu & Bentler (1999)
Chi-Square/degree of freedom	1.857	Less than 3	Schumacker & Lomax (2004), Kline (2016), Nagar & Gandotra (2016)
CFI	0.955	More than 0.9	Hu & Bentler (1999)
TLI	0.952	Less than 0.08	Hu & Bentler (1999)

## Discussion

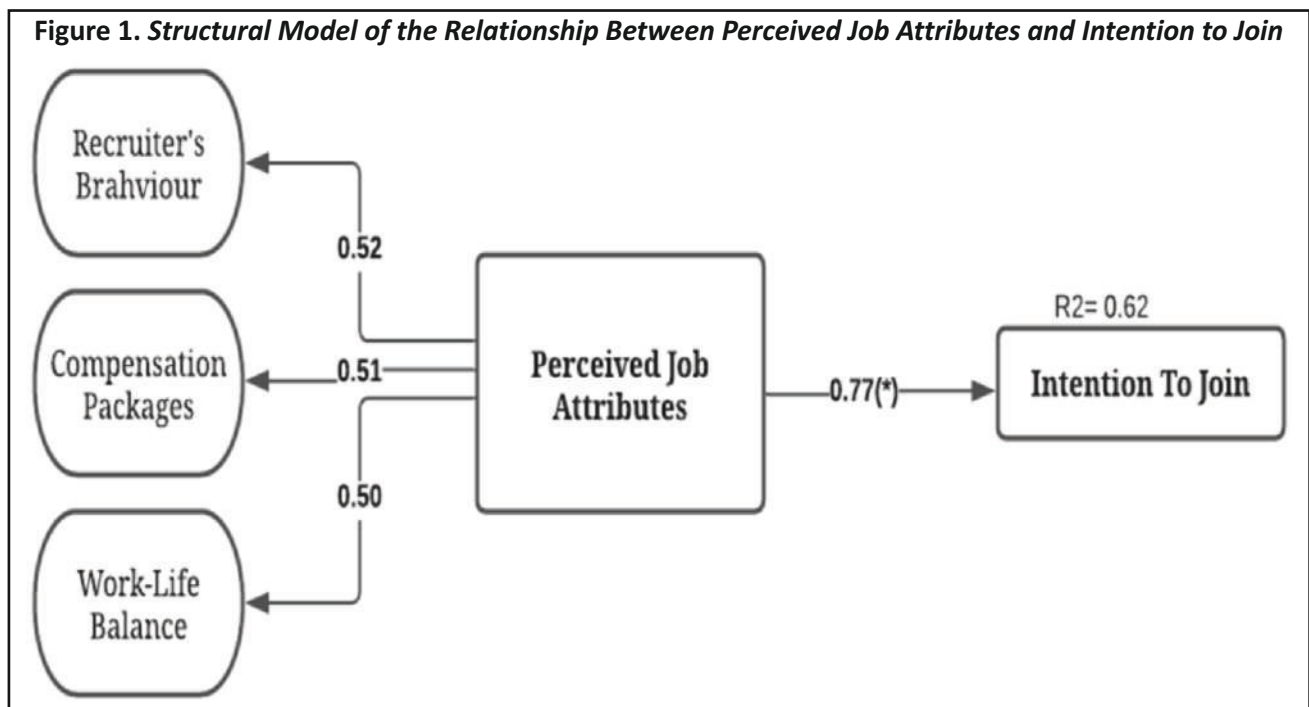
The attributes studied in the research paper are as follows:

(1) Factor one is labeled as the recruiter's behavior during the recruitment process, as it has a significant impact and is perceived as a good fit in the initial company representations during the recruitment process. The items are: "I think there has to be a positive representation of the company through the recruiter's behavior during the initial process of the recruitment," "I try to look for more sincerity and a timely follow-up from the recruiters," "I believe in professional interaction rather than getting into the personal details so quickly." The Cronbach's alpha value is 0.830.

(2) Factor two deals with the work-life balance, the most significant aspect of maintaining both personal and professional life; both of these have a positive as well as negative substantial impact on each other, and a fine balance is a basic solution for having a work-life balance, and the items measured are like, "I want to work in a balanced environment," "Work- life balance is going to impact my work productivity," "I believe in work flexibility, but it has to be stress-free." The Cronbach's alpha value is 0.905.

(3) Factor three represents the compensation packages offered to the prospective employees in the initial phase of recruitment into the company, and the items are: "I would like to get the salary offered based on the current market rate in the country," "I would like to get various health-related scheme benefits through the organization as a compensation reward," "I would like to get various shopping vouchers offered under the fringe benefits." The Cronbach's alpha value is 0.890.

(4) Factor four focuses on the intention to join the company, which is pursued based on "employer attractiveness." The items included are "Preferred compensation packages have a positive role in intent to join the company,"



“Work flexibility has a positive relationship with intention to join the organization,” and “I want to join the organization, which offers a learning environment.” The Cronbach's alpha value is 0.876.

The proposed framework (Figure 1) indicates that perceived job attributes like work-life balance and compensation package play a more substantial role in the decision-making process of MBA graduates. The emergent factors identified above support the findings of past researchers. The employer branding perceptions in the minds of the MBA graduates, sharing their idea of employer branding through perceived job attributes (Harris & Fink, 1987; Thibault Landry et al., 2017; Turban et al., 1998), that is, compensation package, recruiter's behavior, and work-life balance, and likewise, leads them to join the right organization at the right time, and therefore, perceived job attributes do have a positive significant influence in intention to join a company.

## **Implications**

### ***Theoretical Implications***

The above results illustrate a statistically substantial effect from the three proportions of perceived job attributes of employer branding for MBA graduates on intention to join the organization, that is, the dimensions like work-life balance, the right amount of compensation package, and the positive attitude of the recruiters in the entire hiring process does play a positive role among the MBA graduates in influencing their decision to join a company. In addition, Cordes and Vogel (2023) explained why employer branding with the demonstrated social and organizational representation of an employer influenced the decision of an applicant to apply for a job.

### ***Managerial Implications***

This research study can contribute to framing the organizational policy by highlighting the significant attributes that attract MBA graduates before choosing the right employer, which will help in reducing the churn rate and subsequently promote work engagement (Pandita & Ray, 2018; Staniec & Kalińska-Kula, 2021).

## **Conclusion**

The study aims to discover the most important perceived job attributes of employer branding for MBA students before making the important decision of joining a company. The two significant outcomes studied under this research are that it comes out to be successful in adding value to the implication of preferred attributes of the organization that may be reinforced to attract new graduates. If we talk about the second outcome, it is to empirically prove the relationship of the perceived job attributes of the MBA students in the “decision-making” intention to join a company. The component of perceived job attributes has a positive influence on the intention to join an organization.

## **Limitations of the Study and the Way Forward**

The findings of the research study can make a better understanding of job attributes among MBA graduates. Placement cells of various business schools and colleges should also provide guidance related to the important attributes to consider before choosing the right employer for the students “that can help students accomplish their job growth in the corporate world.” Graduates must be given plenty of options to go through the process of recruitment thoroughly before ending up with the best one. Sometimes, it is easier to get an opportunity that is not

even on the list of the graduates. Still, hard work does have the potential to get them through the tough period and put them in a situation where they get the chance to choose between the variables that they most prefer in their ideal employer. This research paper has applied multiple measurement item scales of the perceived job attributes, which further supports the reliability of the results. The less explored recruitment behavior as an attribute that influences the decision-making process of the graduates, especially in a country like India, empirical testing of other less explored attributes influencing the “intention to join” for the MBA graduates is recommended for the future. This study is limited to MBA students, and the sample was taken from the NCR region only; in the future, the researchers can choose students from different professional backgrounds, along with other locations.

## Authors' Contribution

Shalini Dubey perceived the idea and developed a qualitative and measurable design to undertake the empirical study. Dr. Rajnish Kumar Misra extracted the research papers, filtered these based on keywords, and generated concepts and codes related to the study design. Dr. Rajnish Kumar Misra also substantiated the analytical methods and administered the research study. Shalini Dubey undertook the data collection from the MBA colleges, analyzed the data using SPSS 20.0, and also wrote the manuscript in consultation with Dr. Rajnish Kumar Misra.

## Conflict of Interest

The authors certify that they have no affiliations with or involvement in any organization or entity with any financial interest or non-financial interest in the subject matter or materials discussed in this manuscript.

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## Appendix

Code	Statements
RB1	I think there has to be a positive representation of the company through the recruiter's behavior during the initial process of recruitment.
RB2	I try to look for more sincerity and a timely follow-up from the recruiters.
RB3	I believe in professional interaction rather than getting into the personal details so quickly.
RB4	I think recruiter behavior plays a very significant role in my decision-making of whether to go ahead with another round of interviews.
CP1	I would like to get the salary offered based on the current market rate in the country.
CP2	I would like to get various health-related scheme benefits through the organization as a compensation reward.
CP3	I would like to get various shopping vouchers offered under the fringe benefits.
CP4	I support the compensation package based on my interview performance.
CP5	I would like to get a yearly bonus from the company.
CP6	The compensation package has a crucial impact on my work performance.
WLB1	I want to work in a balanced environment.
WLB2	Work-life balance is going to impact my work productivity.
WLB3	I believe in work flexibility, but it has to be stress-free.
WLB4	A positive work-life balance has a positive impact on my personal life.
WLB5	Work-life balance in the employees' jobs contributes to their overall happiness.
WLB6	I think the organization should provide exercise facilities as an additional work provision.
WLB7	I would hate to work on the weekends.
WLB8	I would like to change my job in the future if the work-life balance is not as per my expectations.
ITJ1	Preferred compensation packages have a positive role in the intent to join the company.
ITJ2	Work flexibility has a positive relationship with the intention to join the organization.
ITJ3	I want to join the organization, which offers a learning environment.
ITJ4	Recruiter's behavior has a significant role in the intention to join the company.
ITJ5	I would like to join an organization that offers a high impact on my resume.
ITJ6	Employer attractiveness has a significant role in attracting the right candidate intent to join the right job.

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