ANTECEDENTS OF EMPLOYER BRANDING: ENERGY SECTOR PERSPECTIVE

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ABSTRACT

The energy sector, characterized by its dynamism and strategic importance in the contemporary global landscape, is undergoing a significant transformation driven by technological advancements, the increasing adoption of renewable energy sources, and advancements in energy storage solutions. This technically intensive sector presents unique employer-employee relationship dynamics. This research explores the antecedents of employer branding within the energy sector.

A grounded theory methodology is employed to investigate the factors influencing employer branding within the energy sector, including an exploration of sub-items within each identified factor. Subsequently, Total Interpretive Structural Modelling (TISM) is used to establish the hierarchical relationships and interdependencies among these factors.

This study identifies key factors and their interlinkages impacting employer branding in the energy sector. Culture & environment and Compensation and benefits were found to be key factors impacting employer branding. These factors were directly impacted by Career curve and Work-life balance. Prior research addressing employer branding within the specific context of the energy sector is limited. This study aims to address this gap by identifying the antecedents of employer branding from an energy sector perspective. Specifically, energy sector-relevant factors and their associated sub-items are identified, culminating in the proposal of a tailored employer branding model.

Keywords: Employer Branding, Energy Sector, Grounded Theory, TISM.

INTRODUCTION

The trained, happy and satisfied workforce has always been a defining factor for the success of any organisation. In the cut-throat globalised environment the competition for the talented pool of employees has intensified significantly in the past few decades (Hay & Rosamund, 2002). Globalisation, improved technologies and knowledge-based economy have resulted in high demand for skilled workers across the sectors (Michaels et al., 2001). The trained loyal workforce has always been vital for any organisation, but in the current scenario they have become paramount for an organisation's survival. We are living in an era where the skills, knowledge and technical know-how of employees offer a competitive advantage to the organisations. Organisations cannot afford to ignore the significance of attracting the best talent and then retaining them (Mosselde, 2010). To advertise various benefits that an organisation offers such as personal growth, career opportunities, training and development, remuneration, work-life balance etc. organisations make use of employer branding.

To recruit the right people for the right job and to attract and retain the right talent has become crucial for survival as well as profit maximisation. Hence, an effective employer branding strategy has emerged out as a successful tool to achieve this goal. (Mosselde, 2010) Perrin (2005) suggests that retaining talented employees should be the number one priority of any organisation seeking a competitive edge over others. Employee satisfaction and retention is paramount in realising a full return on investment (Tlaiss et al., 2017; Habib and Dalwai, 2024)

Competition for attracting and retaining a talented pool of employees is escalating (de Chernatony et al., 2008). The struggle for attracting and recruiting talented employees is all the more for energy sector companies. The energy sector has seen a growth in the investments on energy generation, improving energy efficiency and into renewable energy sources. (Randazzo, 2011; Heinimo et al., 2008). The trend will continue in the decades to come and attracting, recruiting and retaining talented workforce will be a challenge in the energy sector. (Hansen, 2008)

The energy sector also faces competition of having the same pool of labour and resources that are employed by the heavy industries sector. Due to all these challenges employer brandings has become paramount for the energy sector companies. Traditionally, the branding efforts have been used for developed products and corporate brands, but branding has also become vital for human resource management, hence employer branding (Backhaus and Tikoo, 2004; Edwards, 2010). Employer branding can be seen as the application of branding principles to human resource management. Employer branding aims to put forth the organisation as a top recruiter, a happy place to work, to be seen as an avenue for personal as well as professional growth (Moroko and Uncles, 2009, Heilmmann et al., 2022).
Furthermore, employer branding is a strategy that organisations use to attract wanted potential and retain current talent. (Backhaus and Tikoo, 2004; Kunerth and Mosley, 2005; Edwards, 2010; Van Mossevelde, 2010) Employer branding creates the differentiator between the organization's characteristics from that of the competition (Backhaus and Tikoo, 2004; Love and Singh, 2011)

LITERATURE REVIEW

Employer branding is "a firm's efforts to promote, both within and outside the firm, a clear view of what makes it different and desirable as an employer" (Backhaus and Tikoo, 2004). Drawing parallels with the traditional branding theory, here the product is the employment experience that the organisation is offering, and the customers are the future and current employees (Moroko and Uncles, 2009). Holistically employer branding is seen as a package of functional, psychological and economic benefits provided by an organisation (Ambler and Barrow, 1996; Maurya et al., 2021).

An employer brand creates and conveys an employer's value proposition. The employer value proposition is the total of an organisation's culture, processes, attitudes and employee satisfaction; it encourages employees to align themselves with the organisation goals to achieve success and profitability. EVP provides an asset of refinements that sets an organisation apart from the competition. The employer value proposition is unique and is converted using five elements i.e. Work environment and affiliation, work content, benefits including development and career growth, work-life balance and remuneration (Foster et al., 2010; Kochanski, 2004; Mandhanya and Shah, 2010).

In simpler terms employer value proposition is a unique set of attributes and characteristics of an organisation that motivates and attract new candidates to join the organisation and is the reason for current employees to stay (Sartain and Schumann, 2006; Samoliuk et al.,2022).

The employer branding starts with the organisation's values, culture, HR practices, policies, brand image and competition. Moreover, when the strategy for the organisation brand is formulated the communication channels for internal and external communication are identified. The idea is to position the organisation's brand image in the minds of the prospective and existing employees in such a manner that it becomes a preferred employer for them.

Backhaus and Tikoo (2004) suggest that an organisation's image plays a vital role in developing the employer value propositions that are offered to prospective as well as current employees. Lesser the gap between the desired attributes by potential employers to the value proposition offered by the organisation, and more attractive will the organisation be for the employees. Employer image plays a significant role in developing attractiveness towards the organisation.

Backhaus and Tikoo (2004) proposed a three-step process for employer branding i.e. development of the value proposition, marketing of the value proposition to the target audience and internal marketing. In the first step the value proposition is intended to be the accurate representation of what employer offers to its employees, the employer's brand image conveys that. Once the value propositions are identified external marketing to the target potential employees, recruitment agencies etc. need to be undertaken. This step serves the dual purpose of branding the organisation as well as supporting and enhancing the product and corporate brand. The third step is internal marketing of the employer brand to its current set of employees. The internal employees are the brand ambassadors of the organisation and the perceived brand image by them becomes part of the organisation culture. Various researchers have explored employer branding and its attributes from different perspectives, the following table encapsulates a few of those findings and the identified dimensions Tables 1-7.

Table 1 DIMENSIONS OF EMPLOYER BRANDING	
Author(s)	Dimensions
(Ambler and Barrow, 1996), (Donath, 2001), (Minchington, 2006), (Moroko and Uncles, 2009), (Sartain and Schumann, 2008), (Heilmmann et al., 2022)	Functional benefits, economic benefits, psychological benefits
(Berthon et al., 2005), (Rzemieniak and Wawer, 2021), (Pandita, 2022)	Interest value, social value, economic value, development value, application value
(Martin, 2008), (Schwaiger et al., 2022)	Instrumental, symbolic, cultural
(Michaels et al., 2001), (Munsamy and Venter, 2009), (Bhardwaj et al., 2022), (Maurya et al., 2022)	Work environment, work content, benefits, indirect financial reward and direct financial reward
Elving et al. (2013), (Styven et al., 2022)	Organisational climate, development, innovation, compensation
Maxwell and Knox (2009), (Mathews, 2023)	Employment, organisational success, construed external image, product/service characteristics

The key benefits of employer branding are enhanced recruitment, retention and employee engagement. Moreover, the combined impact might not be as visible on business benefits, but it contributes considerably to the overall organisations' performance. An effective employer brand not only offers an organisation with opportunities to attract and retain a talented workforce, but also acts as a competitive advantage. A strong employer brand helps in reduction of recruitment costs. In any organisation cost of replacing employees is usually higher than the cost of expanding the organisation. Also, a strong employer brand can even attract talented employees at lesser salaries as compared to weaker employer brands.

Need of Study: Employer Branding in Energy Sector

Although most of the developing economies are grappling with the problem of unemployment, however, there is an immense shortage of workforce with specialised skills. Substantial workforce shortage in the energy and utility sector has been reported time and again by various researchers and reports. Consequently, the dearth of skilled workforce in the energy sector will hamper the future of this sector. Especially with the development of alternate sources of energy, the skilled workforce in the energy sector will be in huge demand. Finding, attracting, recruiting and retaining skilled technical workforce is going to be a significant challenge in times to come. The energy sector is going through a paradigm shift. However, the concept of employer branding has not been adequately researched in general, and in the energy sector in particular.

Competition in terms of the product offerings may be less in this sector. However, when it comes to attracting and recruiting talented skilled workforce, the energy sector is standing at par with other industries. The surge in the strategies and employee development programmes in energy sector organisations indicate the increased perceived importance of employee development by improving their organisation experience and providing a better career path.

Research objectives

This paper explores the following two research objectives:
RO1: Identifying the factors that impact employer branding from an energy sector perspective
RO2: Examine the importance and linkages of various factors and their inter-relationships. The study also attempts to build a model that would be helpful for the energy sector and academia to dig deeper into employer branding

RESEARCH DESIGN AND METHODOLOGY

The paper explores the antecedents of employer branding in the energy sector and their importance as well as inter-linkages. The objective was to elicit the antecedents of employer branding, interviews of 52 professionals employed in the energy sector in India were conducted. Convenient judgemental sampling was employed and the criteria used were:
1. The respondent should be an energy sector employee/employer.
2. Employed for more than ten years in the energy sector.

Research method 1

The content of the interviews was analysed using grounded theory methodology which does not begin with the factors and the interlinkages and then seeks proof, instead it begins with an area of study and allows the factors to emerge from that area of study (Corbin and Strauss, 1990). Given the lack of relevant literature for employer branding in the energy sector, to explore antecedents of employer branding in the sector grounded theory seems an appropriate choice.

The grounded theory allows the researcher to cull out factors from the data collected from respondents. Grounded theory investigates the data from the real-life scenario and analyses it with no preconceived hypothesis (Glaser and Strauss, 1967)
Employment of this approach involves a large extent of complexity and ambiguity which needs to be handled carefully. The research involves an investigation of the factors impacting employer branding.

Since the research objective involves the questions in the form of what (factors impact employer branding) and how (do they influence each other and interact). We use grounded theory to answer what and TISM to understand how.

Research Method 2

The total interpretive structural modelling (Sushil, 2005a, 2005b, 2009; Nasim, 2011; Prasad and Suri, 2011) has been used to interpret the links in the interpretative structure models using the tool of the interpretive matrix (Sushil, 2005a; Nasim, 2011). The methodology involves taking the response of 52 energy sector experts employed in the energy sector for more than ten years on the interpretive logic-knowledge base questionnaire (Annexure-1) and its analysis, explained in the application of TISM. Convenient judgemental sampling was used in TISM methodology also, using the same criteria as earlier.

The data was collected through structured questionnaires from energy sector experts in India. For validity, the same industry was taken into consideration as according to Diamantopoulos and Inglis (1998) a single industry helps in controlling specifications and in balancing the familiarity of the respondents with specific issues. The energy sector is marked by its capital intensive and employee intensive structure and carries an inherent uniformity across geographies. The cultural aspect does not play too relevant a part hence it is not taken into consideration in this research.

The issues of employer branding are not typical to Indian energy sector only and should be relevant to all practitioners across the energy sector globally.

Application of Grounded Theory Approach

As mentioned earlier, the objective of this research is to identify the factors impacting employer branding in the energy sector, instead of asking them to choose from a set of options we use the grounded theory approach (Glaser and Strauss, 1967; Corbin and Strauss, 1990). To ascertain the factors. Though the use of grounded theory does not necessitate the use of literature review, the authors have surveyed the available data to enhance understanding on the relevant available data as Glaser and Strauss (1967) points out. The idea is to equip the researcher with the perspective that will help him see the relevant data and identify significant categories that emerge out from the data.

There are two schools of thoughts when it comes to approaches for grounded theory. Glaser (1992) suggests that identification and specification of research issues are entirely dependent on the perception of the participants. Corbin and Strauss (1990) opine that the researcher has the flexibility to choose the focus area of the interviews and gather data accordingly. In our research the research agenda is particular; hence we have followed Corbin and Strauss approach.

The steps of Corbin and Strauss approach are as follows:

Step 1: identifying and developing theories from the data involves the coding of data at different levels. Coding is a process by which data is broken down into fragments, analysed, relationship in the keywords are identified, and put back together in different ways (Corbin and Strauss, 1990).

The process starts with open coding wherein the transcripted data is broken down into thought units. The thought units can be a phrase or several sentences together.

The interview data from the energy sector experts was a broken down into thought units which consisted of phrases as well as 3-4 sentences at a go. Such an entry like A5Yii Indicates that respondent number 5 considered factor A as an essential contributor towards employer branding and gave two reasons for the same.

Step 2: The second level of grounded theory is termed as Axial coding where the thought units are converted into emergent categories or groups (Baskerville and Pries-Heje, 1999), which for our research are the factors that impact the employer branding.

Step 3: In the third step of selective coding, experts from the energy sector were called upon, the identified categories where the majority of experts converged were kept. For the categories where experts did not converge, an expert who has propose the category was asked to explain the reason. If the other authors agreed with the reasons provided the proposed category was accepted and included in the list.

The current research necessitates identification of linkages among the identified sectors and their rankings within. To build a rich conceptual framework a participatory design methodology such as TISM was called for. Interpretive structural modelling seem to be an appropriate methodology, however, it was paramount that the experts in the research themselves evaluate how identified factors interact with each other. Hence TISM was introduced.

Findings of Grounded Theory Methodology

The following factors impacting employer branding were identified through a grounded theory analysis:

F1: Family Welfare and Growth

  i.   Children's education: The avenues of imparting quality education to employee's children at the location of job posting (A12Yi)
  ii. Spouse's career: Career, learning and growth opportunities for the spouses at locations away from big cities (A22Yii)
  iii. Retirement contribution: Retirement policies and contribution of the employer towards making life after retirement comfortable (A7Yiii)

F2: Brand Image

  i.   Employee's prestige: how working for the organization increases the prestige of the employee (B44Yi)
  ii. Reputation: Reputation of the employer as a recruiter, work master and career progression (B17Yii)
  iii. Positive image: the image of the employer to the outside world (B8Yiii)
  iv. Public perception: how people perceive the organization in terms of the culture, benefits, career growth and brand image (B35Yiv)

F3: Culture and Environment

  i.   Management Style: the style of leadership, supportive, empathic, proactive, culture of appreciation (C16Yi)
  ii. Organization size: the number of the employees In the organization, hierarchies and structure of the organization (C7Yii)
  iii. Organization fit: the fitment in terms of skills, career progression etc. (C19Yiii)

F4: Work Environment

  i.   Recognition: Recognition for the work and responsibilities the employees shoulders in an organisation (D21Yi)
  ii. Empowerment: How empowered are the employees in their work domain (D29Yii)
  iii. Leader's brand value: How prolific, supportive, forthcoming or proactive the leader and the top management is (D32Yiii)

   iv.   International mobility: The opportunities to work, learn and grow with international assignments (D51Yiv)

   v.   Communication: Establishing an internal communication channel so that employees feel connected and part of the organisation goals, vision and mission (D47Yv)

F5: Work Life Balance

   i.   Location: remote locations, proximity to the hometown, distance from big cities (E1Yi)

   ii.   Flexi-timings: flexibility in the time of the working hours (E13Yii)

   iii.   Working hours: timings and the duration of the working hours (E24Yiii)

   iv.   Business travel: how frequent and far-away are the business travels as part of the job (E37Yiv)

F6: Career curve

   i.   Work Challenges: The challenges the work profile offers and subsequent learning and growth opportunities (F41Yi)

   ii.   Role clarity: Clarity of the roles and responsibilities in the work domain (F48Yii)

   iii.   Project responsibility: Opportunities/learnings go hand-in-hand with the responsibilities that are assigned to an employee within an organisation (F6Yiii)

   iv.   Skill enhancement: The opportunities to learn new technical skills, other skills to enhance learnings and thus career graph (F32Yiv)

F7: Compensation and Benefits

   i.   Salary: Monetary benefits received (G43Yi)

   ii.   Health benefits: The medical and health benefits that an employee receives during the employment and afterwards (G52Yii)

   iii.   Bonus: The work related to monetary and non-monetary bonus that employees receive (G11Yiii)

   iv.   Leave policies: How friendly are the leave policies and ease of availing them (G17Yiv)

Thus the use of grounded theory methodology led us to the identification of factors that impact the employer branding in energy sector. Furthermore, the ranking and the relationship between these factors was important for the research hence TISM methodology was used.

Application of TISM: Total Interpretive Structural Modelling

Interpretive structural modelling has been used to map relationship between multiple elements in a complex situation where in the interlinkages between the factors can be manifolds. (Ref) Also, given the qualitative nature of the research, to develop an evaluation framework from multiple viewpoints having multiple interlinkages, Interpretive structural modelling was used. A modified version of ISM i.e. TISM (total interpretive structural modelling) was used. Along with the advantages of interpretive structural modelling, TISM involves interpretation of each relationship as well. It makes the structural model fully interpretive as well as contributes to creation of a body of knowledge with the development of interpretive logic between all the identified factors. TISM addresses the inherent flaw in the original model wherein multiple interpretations by various users made it very ambiguous. In the TISM model the interlinkages are more transparent as the experts and the respondents build in the underlying interpretive logic in the model itself at the time of responding to the questionnaire. The interpretive structure model can be upgraded using TISM by interpreting

both the nodes and the links in the model. The upgraded model removes ambiguity and has more relevance in real-life scenarios.

The step-by-step process of TISM is as follows:

Step 1: Identifying the Key Elements

The first step of structure modelling is to identify the factors whose relationship is to be modelled. This has already been done using grounded theory methodology.

Step 2: Define the contextual relationship between elements

In order to develop a structural model, identification of the contextual relationship between the factors becomes paramount. The process can be understood by looking at the TISM questionnaire in the Annexure. The contextual relationship between the factors is explored by asking "Will factor 1 influence/enhance Factor 2?"

Step 3: Interpreting Relationships

This step gives TISM an edge over ISM as this seeks an interpretation of the relationships. The critical issue explored here is "In what ways factor X will influence/enhance factor Y".

Step 4: Interpretive Logic of Pair-Wise Comparison

The interpretive knowledge base is created by conducting a pair-wise comparison of the elements, thus establishing the relationship between the elements. The response to each comparison can be either Yes (Y) or No (N). Directional relationships are established among elements in this step. If the response to the relationship is Yes (Y), it is further explored.

Step 5: Reachability matrix and transitivity check

The reachability matrix is prepared by putting 1 for 'Yes' and 0 for 'No' from the pair-wise comparison in the previous step. Further the matrix is checked for transitivity (if X-Y and Y-Z, then X-Z). For each transitive link established the reachability matrix is updated with 1 (Yes), and the interpretation column is updated with 'transitive'. If some meaningful relationships can be established then it is written along with the transitive entry.

Table 2 REACHABILITY MATRIX							
	F1	F2	F3	F4	F5	F6	F7
F1	1	1	0	0	1	1	0
F2	1	1	0	0	1	1	0
F3	0	0	1	0	0	0	1
F4	1	1	0	1	0	0	0
F5	0	0	1	0	1	1	1
F6	0	0	1	0	1	1	1
F7	0	0	1	0	0	0	1

Table 3 POST-ITERATIVE MATRIX							
	F1	F2	F3	F4	F5	F6	F7
F1	1	1	1*	0	1	1	1*

F2	1	1	1*	0	1	1	1*
F3	0	0	1	0	0	0	1
F4	1	1	0	1	1*	1*	0
F5	0	0	1	0	1	1	1
F6	0	0	1	0	1	1	1
F7	0	0	1	0	0	0	1

Level partition in TISM is carried out similarly as in ISM. This step helps in identification of placement of elements level-wise (Jena et al., 2017). The elements in the top level of the reachability matrix will consist of the element itself and other items that lie within the same level.

Step 7: Developing Diagraph

All elements are arranged graphically as per the relationship in the reachability matrix. The information from the interpretive knowledge base is examined to revise the transitive relationships between the elements. Only those transitive relationships are retained whose interpretation emerge out to be crucial in the overall model.

Step 8: Interaction Matrix

Diagraph is converted into an interaction matrix using 1's to indicate direct and significant transitive links. Further interpretations are drawn from the interpretive knowledge base to develop an interaction matrix.

Table 4 **PARTITIONING MATRIX (Iteration 1)**				
	Reachability	Antecedent	Intersection	Level
F1	1, 2, 3, 5, 6, 7	1, 2, 4		
F2	1, 2, 3, 5, 6, 7	1, 2, 4		
F3	3, 7	1, 2, 3, 5, 6, 7	3, 7	**I**
F4	1, 2, 4, 5, 6	4		
F5	3, 5, 6, 7	1, 2, 4, 5, 6		
F6	3, 5, 6, 7	1, 2, 4, 5, 6		
F7	3, 7	1, 2, 3, 5, 6, 7	3, 7	**I**

Table 5 **PARTITIONING MATRIX (Iteration 2)**				
	Reachability	Antecedent	Intersection	Level
F1	1, 2, 5, 6	1, 2, 4		
F2	1, 2, 5, 6	1, 2, 4		
F4	1, 4, 5, 6	4		
F5	5, 6	1, 2, 4, 5, 6	5, 6	**II**
F6	5, 6	1, 2, 4, 5, 6	5, 6	**II**

Table 6 **PARTITIONING MATRIX (Iteration 3)**				
	Reachability	Antecedent	Intersection	Level

F1	1, 2	1, 2, 4	1, 2	**III**
F2	1, 2	1, 2, 4	1, 2	**III**
F4	1, 4,	4		

Table 7			
PARTITIONING MATRIX (ITERATION 4)			
	Reachability	Antecedent	Intersection	Level
F4	4	4	4	**IV**

Step 9: Total Interpretive Structural Modelling (TISM)

The connective information derived from the diagraph and interpretive information from the interpretive knowledge base is utilized to come up with Total Interpretive Structural Modelling (TISM). Interpretations are shown as the directive links between the nodes which are formed by the proposed elements in a hierarchical structure as identified by the model Figures 1 & 2.
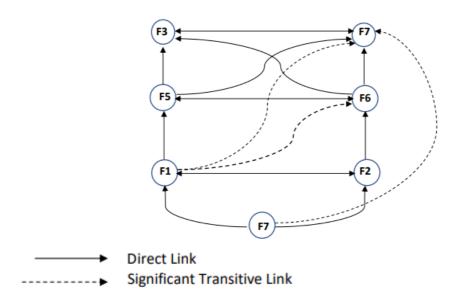

FIGURE 1
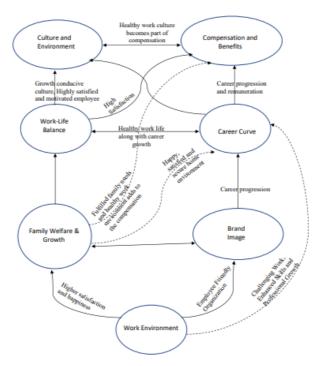**TISM DIAGRAPH WITH DIRECT AND SIGNIFICANT TRANSITIVE LINKS**

FIGURE 2
TISM MODEL FOR EMPLOYER BRANDING IN ENERGY SECTOR

Findings and Implications

As evident from the results of the grounded theory seven factors were identified that impacts the employer branding in the energy sector. Seven factors that were identified are brand image, family welfare & growth, career curve, work-life balance, culture & environment and compensation & benefits. Further the sub-items for each factor were also identified. To explore the interlinkages between these factors TISM methodology was used. Culture & environment and compensation & benefits were found to be significant contributors to employer branding. Experts opined that a healthy work culture within the organisation is seen as part of the overall compensation by the employee. 'Employees join an organisation for compensation, but stay on for the culture'.

A work environment that includes recognition, empowerment and leadership qualities of the management was found to be the initial driver which impacts the brand image and family welfare & growth. Challenging work resulted in enhance skills and professional growth that further helps in improving the career curve. A healthy work environment leads to employee-friendly organisation and hence a better brand image. A better brand image helps in attracting skilled talent and also retaining them.

A healthy strong and positive brand image of an organisation leads to a promising career progression for its employees and hence an enhanced career curve. Further, an organisation with a positive brand image not only helps in enhancing career but also leads an employee to charge extra remuneration in the job market outside.

Fulfilled family needs and a healthy work environment impacted the career curve and compensation and benefits also. A safe and secure home environment along with happy and satisfied employee leads to better career growth. Family welfare & growth plays a vital role in the Employer branding in the energy sector as majority of the workforce in the energy sector is stationed at energy generation plants, which are usually away from the city centres.

Several issues such as their children's education, spouse's career, medical care for elderly etc. need to be tackled to provide a growth-inducing environment to the employees and achieve higher job satisfaction levels among them.

A healthy work-life balance leads to a conducive growth environment within an organisation, that helps in improving the satisfaction of the employees and keeps them motivated. A satisfied and motivated employee adds positively to the organisation culture. Also a healthy work-life balance leads to highly satisfied employees which can be projected as part of benefits also Annexure Table 1.

S. No.	Element Nos.	Element Statement	Y/N	Brief Explanation
		Annexure Table 1 **TISM QUESTIONNAIRE**		
1	F1-F2	Family Welfare & Growth will influence or improve Brand Image		
2	F2-F1	Brand Image will influence or improve Family Welfare & Growth		
3	F1-F3	Family Welfare & Growth will influence or improve Culture and Environment		
4	F3-F1	Culture and Environment will influence or improve Family Welfare & Growth		
5	F1-F4	Family Welfare & Growth will influence or improve Work Environment		
6	F4-F1	Work Environment will influence or improve Family Welfare & Growth		
7	F1-F5	Family Welfare & Growth will influence or improve Work-Life Balance		
8	F5-F1	Work-Life Balance will influence or improve Family Welfare & Growth		
9	F1-F6	Family Welfare & Growth will influence or improve Career Curve		
10	F6-F1	Career Curve will influence or improve Family Welfare & Growth		
11	F1-F7	Family Welfare & Growth will influence or improve Compensation and Benefits		
12	F7-F1	Compensation and Benefits will influence or improve Family Welfare & Growth		
13	F2-F3	Brand Image will influence or improve Culture and Environment		
14	F3-F2	Culture and Environment will influence or improve Brand Image		
15	F2-F4	Brand Image will influence or improve Work Environment		
16	F4-F2	Work Environment will influence or improve Brand Image		
17	F2-F5	Brand Image will influence or improve Work-Life Balance		
18	F5-F2	Work-Life Balance will influence or improve Brand Image		
19	F2-F6	Brand Image will influence or improve Career Curve		
20	F6-F2	Career Curve will influence or improve Brand Image		
21	F2-F7	Brand Image will influence or improve Compensation and Benefits		
22	F7-F2	Compensation and Benefits will influence or improve Brand Image		

23	F3-F4	Culture and Environment will influence or improve Work Environment		
24	F4-F3	Work Environment will influence or improve Culture and Environment		
25	F3-F5	Culture and Environment will influence or improve Work-Life Balance		
26	F5-F3	Work-Life Balance will influence or improve Culture and Environment		
27	F3-F6	Culture and Environment will influence or improve Career Curve		
28	F6-F3	Career Curve will influence or improve Culture and Environment		
29	F3-F7	Culture and Environment will influence or improve Compensation and Benefits		
30	F7-F3	Compensation and Benefits will influence or improve Culture and Environment		
31	F4-F5	Work Environment will influence or improve Work-Life Balance		
32	F5-F4	Work-Life Balance will influence or improve Work Environment		
33	F4-F6	Work Environment will influence or improve Career Curve		
34	F6-F4	Career Curve will influence or improve Work Environment		
35	F4-F7	Work Environment will influence or improve Compensation and Benefits		
36	F7-F4	Compensation and Benefits will influence or improve Work Environment		
37	F5-F6	Work-Life Balance will influence or improve Career Curve		
38	F6-F5	Career Curve will influence or improve Work-Life Balance		
39	F5-F7	Work-Life Balance will influence or improve Compensation and Benefits		
40	F7-F5	Compensation and Benefits will influence or improve Work-Life Balance		
41	F6-F7	Career Curve will influence or improve Compensation and Benefits		
42	F7-F6	Compensation and Benefits will influence or improve Career Curve		

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