

The Pulse of Gen Y in India: An Exploratory Study on Dimensions of Employer Attractiveness

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Drawing on Herzberg's two-factor theory, this study provides a unique understanding of employer attractiveness as per the Gen Y cohort in India, for a more nuanced understanding of how to attract talent in terms of variables that satisfy and dissatisfy. In this exploratory study, interviews with Gen Y and senior human resource executive respondents were conducted and compared. Challenging the underlying assumptions of Herzberg's two-factor theory, the results suggest that Gen Y and HR executives have different perceptions of what constitutes satisfiers and dissatisfiers in terms of salary and financial rewards, as well as company culture. This study also suggests that there are some dimensions of employer attractiveness that are contextually unique to Indian millennials.

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Introduction

Job applicants' perceptions of employer attractiveness are formed from several sources including company portals, job advertisements, social media posts and employees' opinions. In a hypercompetitive job market in which firms compete for talent in various ways - including aspiring for 'the best employer' accolade (Dineen & Allen, 2016) - a deep understanding of employer attraction by job applicants is critical for a firm's success (Styvén, Näppä, Mariani & Natarajan, 2022).

Several studies have been conducted in this area. For example, in the literature so far, an employer attractiveness scale has been developed (Berthon, Ewing & Hah, 2005) and also dimensions of employer attractiveness have been proposed, such as symbolic and instrumental attributes (Lievens & Highhouse, 2003). However, there is a noticeable dearth of studies on the predictors of application attraction in terms of the distinct categories of both employer attractiveness and also the dimensions that may prove unattractive.

This study makes a unique contribution by studying employer attractiveness from the point of view of Gen Y employees in India by drawing on Herzberg's two-factor motivation-hygiene theory (1966), according to which independent predictors lead to job satisfaction and dissatisfaction. Thus, unlike earlier studies on employer attractiveness which have focused largely on motivators (only), this study dwells on demotivators as well. It is imperative to understand both sides of the coin, given that Gen Y is prone to leaving jobs because of small gains and minor discomforts (Arora & Dhole, 2019).

Heeding the call of human resource scholars who are increasingly suggesting that deep insight into cultural nuances and national contextualization is imperative to understand a phenomenon (Kumar, 2018; Thite, 2020), this study focuses on the aspirations of early career stage Gen Y,¹ or millennials in India, a cohort that represents about half of the working population in India (Pricewaterhouse Coopers, 2011).² India is known to be one of the fastest growing economies in South Asia that constantly attracts multinationals and that boasts of one of the largest young workforces in the world.

¹ Millennials, also known as Generation Y, are the demographic cohort following Generation X and preceding Generation Z (aged 25 to 41 in 2021).

² The Indian millennial population is the world's largest - pegged at 34 % of the population, or around 440 million, compared to the world average of 23 % (<https://timesofindia.indiatimes.com/blogs/voices/the-rise-of-the-indian-millennial/>, downloaded on 31st December, 2021).

This study makes an important contribution to the literature on employer attractiveness by suggesting that Gen Y and HR executives have significant differences in perceptions of which factors constitute dissatisfiers and satisfiers in terms of salary and financial rewards as well as company culture. Furthermore, a theoretical contribution has been made by problematizing assumptions of the two-factor theory and questioning the generalizability of the theory as per the cultural milieu of the Indian context.

Literature Review

Employer branding is at the confluence of marketing and human resource management (HRM). An employer brand is "a generalised recognition for being known among key stakeholders to provide a high-quality employment experience, and a distinctive organizational identity which employees value, engage with, and feel confident and happy to promote to others" (Martin, Gollan & Grigg, 2011). A strong employer brand is said to lead to several positive outcomes, including competitive advantage, internalizing a firm's cultural values, and instilling pride in the firm, which in turn promotes employee retention (Conference Board, 2001).

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Backhaus and Tikoo (2004) suggest that employer branding strategies develop

an image of the organization in the minds of potential applicants through brand associations, the reinforcement of which creates an attraction for the organization. Employer attractiveness refers to perceptions about a firm's characteristics and possible benefits that potential employees could obtain by working at that firm (Reis, Braga, Trullen, 2017).

One of the early studies in the Indian literature suggests that the firm's vision and mission, leadership, and overall performance management are considered by management as the attributes most important for attracting talent, whereas for the applicant, the family's positive perception of the firm is an important consideration (Kapoor, 2010). More recent studies suggest that both market and social values are perceived as priorities in India (Ahmad, Khan, & Haque, 2020; Kashive, Khanna & Bharthi, 2020), so much so that those in the workforce are more drawn to firms that are listed in best employer surveys (Prajapati & Patel, 2017).

In an exploratory study of a sample of postgraduate management students and working managers in North India, a caring and enabling organization was found to be a predictor of employer attractiveness (Bhatnagar & Srivastava, 2008). In yet another study of business school students in Delhi and the North Central Region of India, job aspirants were more attracted to jobs in the private sector, with key considerations being the stability of the company, job security, and a balanced work-life interface. Yet another study confirms the

preference for jobs in private companies, with HUL (an FMCG company), seen to be the most attractive (Gupta, Patti & Marwah, 2014).

What does the literature say about how best a firm in India can brand itself to attract and retain its best talent? Infosys Technologies (awarded the Best Employer award eight times from 2001 to 2010) does so by implementing corporate social responsibility activities as part of external branding and nurturing leaders through its Infosys Leadership Institute as part of its internal branding (Makwana & Dave, 2014). Furthermore, branding analytics is said to be an important means of enhancing a firm's attractiveness (Sharma, Singh, and Rana, 2019).

Organizational attractiveness is seen to be a tool for retention (Joseph, Sahu & Khan, 2014) and also a predictor of employee satisfaction. In a study of 209 bank employees at the managerial level in three regions, Malwa, Majha, and Doaba, of the state of Punjab, human resource development value was found to have the maximum impact on the satisfaction of employees, including opportunities for personal and career development opportunities (Kaur & Syal, 2017). Two studies on Gen Y in India concluded that this is a generation with high expectations regarding extrinsic, intrinsic, and prestige work values (Rani & Samuel, 2016) and that this cohort is also quite open to changing jobs rather than job stability (Arora & Dhole, 2019).

In summary, although there are several empirical studies on employer attrac-

tiveness in the Global North, this literature is in its relative infancy in India. The research tends to cover the relevance of employer branding in India as a hiring and retention tool (Biswas & Suar, 2018), with very few studies on the predictors of employee attractiveness. The few studies that have been conducted are exploratory, fairly outdated or draw on a sample of college students rather than working professionals (Chhabra & Sharma, 2014; Madhavkumar, 2016; Roy, 2008), which may not provide a full contextual picture. Acknowledging that there are generational differences in terms of perceptions of employer attractiveness (Dutt & Mishra, 2021), this study addresses the interpretive experiences of Gen Y employees and compares them with the views of human resource executives (representing the firm) to assess any similarities and differences.

The research questions are as follows:

Research question 1: What are the dimensions of employer attractiveness (and unattractiveness) for Gen Y employees when selecting an employer?

Research question 2: To what extent are there similarities in the views of Gen Y and HR executives on the predictors of employer attractiveness (and unattractiveness)?

Method

Given that there is little research on satisfiers and dissatisfiers, a qualitative exploratory study was conducted with open-ended questions that tend to

elicit meaningful themes when using the coding method (Miles, Huberman & Saldaña, 2018). Vignettes as discursive constructions was chosen as the most appropriate method as this not only taps into general beliefs in the context of cultural norms but is also an approach used to compare the views of disparate groups, and furthermore to provoke and produce knowledge that questions existing beliefs and practices (Törrönen, 2018). The questions were shared with five researchers in the field for their feedback and was furthermore piloted on a sample of 8 working professionals.

As millennials tend to switch jobs every two or more years (Bhave, Jain & Roy, 2013), the sample selected was Gen Y at the early career stage, from the entry level to those who had worked for up to four years. A total of 40 respondents were interviewed, consisting of MBA students from two universities, one in the Delhi-NCR area (north India) and one in Bangalore (south India), 88 % of whom had up to four years of work experience (in various industries such as banking, public relations and media, business process outsourcing, and the automobile industry). In this sample, 60 % were males and 40 % were females, with an age range of 22–34 years. The second sample consists of senior executives of companies, such as talent heads and HR leaders from a range of industries, including global cosmetics, data analytics, banking, and communications. The 13 respondents ranged from the mid-managerial to C-suite levels (Appendix 1).

The interview transcripts (15,600 lines) were analyzed by two coders (the author and a prize-winning doctoral student) with an inter-rater reliability of 88 % (Krippendorff, 2004), using Miles and Huberman’s descriptive coding technique of line-by-line analysis. In the second stage, to add further robustness to the study method to reduce coding drift (Shortland & Porter, 2020), the transcripts were coded afresh using NVivo. After much discussion between the two coders, the case and between-case analyses of the respondent interviews yielded codes and higher order categories.

In the final analysis, nine first-order themes were elicited and three second-order themes were identified. The codes and categories that did not match were discussed between the coders until agreement was reached. Frequency count codes were added to Table 1 (the number of respondents mentioning the issue at hand) to indicate which codes were spoken more frequently. Furthermore, in Table 1 a counterview to the codes has also been added, in order to counter the possibility of socially desirable responses.

Table 1 Employer Attractiveness for Gen Y as per Herzberg’s Two-factor Motivational Theory

Hygiene Factors	Motivational Factors
Job security	High brand image of firm
Office location	Awards and social recognition of the firm
Office décor	Work culture
Suitable salary and incentives	Stimulating job
	Work-life interface

Source: Tabulated by author

Defining Employer Branding

A preliminary question asked of the respondents was: ‘What does employer branding mean to Gen Y?’ Both samples were in agreement in that employer branding was linked to authenticity, which is consistent with studies suggesting that workplace authenticity is an attribute of employer attractiveness in

terms of the psychological benefit of working for a firm (Reis, Braga & Trullen, 2017).

“I can also safely say that my current employers have put their best foot forward in terms of employer branding efforts with a sincere and truthful representation of their employee value proposition” (R5-GenY-M)³.

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On the other hand there were some Gen Y respondents who said that some employers ‘packaged’ employer branding in a cer-

³ Direct quotations of respondents are represented by a code as follows: respondent number-Gen-Y/HRE-male/female).

tain way that was more like a gimmick in that they exaggerated the value proposition far beyond what they could deliver.

“I believe that employer branding is the best possible manner in which a company sells or showcases its value proposition and offerings to potential employees. Unfortunately, many firms and organizations misunderstand this definition as the right to project false promises and benefits to attract the required candidates” (R14-GenY-M).

In summary, two sub-themes emerged from both the samples while

defining employer branding, namely that employer branding is related to: i) authenticity and ii) is a tool to attract and retain (with some Gen Y respondents seeing this as predominantly as a ‘tool for management.’)

Employer Attractiveness Dimensions

The codes and categories that emerged from the responses to the open-ended question, ‘What are the dimensions of employer attractiveness (and unattractiveness) for Gen Y when selecting an employer?’ are presented in Table 2.

Table 2 Dimensions of Employer Attractiveness

Codes and Categories	Interviews(Counterview quotation in italics)	Number of respondents for main viewpoint (n=40 for Gen-Y; n=13 for HR executives)
HYGIENE FACTORS		
Office décor	<p>GEN-Y</p> <ul style="list-style-type: none"> • Office décor and infrastructure is important in boosting self-confidence. • If you notice mostly start-ups are now coming up with innovative office spaces, and co-working spaces which are no less than the best photoshoot places. So yes, office space plays an important role these days, more so when creativity is required. • <i>Not important. Learning and growing are more important than aesthetics and comfort.</i> <p>HR-EXECS</p>	80
Amenable location	<p>GEN-Y</p> <ul style="list-style-type: none"> • Location of the workplace is important for me as a working mother. • <i>The least important things would be the location of the job and the traveling associated with the job.</i> <p>HR-EXECS</p> <ul style="list-style-type: none"> • Yes, location is a very important consideration. The mode of transport, how far is your workplace, the commute time from work to home are some of the factors that employees consider. • Yes, it is very important, but more for mid-level employees rather than junior level employees. They enter into the next phase of their cycle of getting married, and so they need to take everything into consideration. 	126

Job Security	<p>GEN-Y</p> <ul style="list-style-type: none"> • Security is very important as I have family dependents. • <i>This is not that important for me because if you have the required knowledge and great attitude, you will not face a problem finding a better place to work.</i> HR-EXECS • There is a risk involved of course in switching jobs, but that is your own individual call on how much risk you are willing to take. 	22 7
Salary and financial incentives	<p>GEN-Y</p> <ul style="list-style-type: none"> • I do not come from a high-class family so it is important for me to earn for myself and for parents. • There are so many companies (especially start-ups) who are willing to pay higher salaries to the ones with good set of skills and knowledge, which is quite attractive. HR-EXECS • Yes, absolutely, salary is the foundation. Culture and career growth by itself are not enough, and yet you can't work only with a good salary. 	358

BRAND IMAGE OF THE FIRM

Awards and recognition of the firm	<p>GEN-Y</p> <ul style="list-style-type: none"> • A company which has achieved a lot will get titles such as 'Best place to work' etc. Being associated with such a company will boost my confidence and morale. • In India when students are in 12th class everyone starts asking which college you want to go to. Later you are asked which company you want to join, so branding is inbuilt in the mind of a person from a very early stage. A reputed company is an important factor. • <i>No, in fact I am reluctant to join any organization which has won several awards or recognitions consecutively. This is because the top management in such organizations usually begins to prioritize the awards over the well-being of their employees.</i> <p>HR-EXECS</p> <ul style="list-style-type: none"> • "Great places to work" certifications are important, as then you know for a fact that employees within the organization are happy, because those organizations get feedback directly from the employees. • How well you brand your organization with the help of social media, creating success stories around it, will give you a much better picture as compared to the "Great places to work" certifications. 	88
Social media image of the firm	<p>GEN-</p> <ul style="list-style-type: none"> • It does play a vital role for me. I see views of most of the things online, which are most of the times correct. • If the comments are extremely negative, I will try to find a trusting person who knows about the company, who has preferably worked there. • <i>Online comments cannot be trusted and cannot affect my life decisions.</i> <p>HR EXECS</p> <ul style="list-style-type: none"> • Image of the firm is portrayed through social media and digital presence. For example, if you go to our company page you can see people talking about their career journey, how they got opportunities, how they got the right learning, and how their bosses pushed them into a role where they were probably only 70% ready. 	2610

 INTRINSIC FACTORS

Work culture	GEN-Y <ul style="list-style-type: none"> • For me, a culture which is highly restricting or where I cannot put my views forward, where the pace of work is slow would not be an ideal workplace. • At a Christmas party organized by former company, there was a surprise promotion planned for me which was much awaited. That moment when the promotion was announced in front of all the employees, it made me feel extremely happy and I will never forget this organization's inclusive culture. • The best thing about my last organization was a culture of fast decision making and a free hand to work fairly independently. HR EXECS <ul style="list-style-type: none"> • There is an undercurrent that flows within an organization which is a sense of pride, a sense of purpose. This is very important if you want your employees to have a strong sense of belongingness. They must align their sense of purpose with the organization culture. 	1812
Exciting job profile	GEN-Y <ul style="list-style-type: none"> • I joined because my role is good, although my company is yet to become a well-known brand. • The kind of work or the job profile that I am getting is the most important thing for me. This would be ultimate deciding factor with the second factor - salary, because if I do not like my work and profile from the beginning, I will not be able to last in that company for long. HR EXECS <ul style="list-style-type: none"> • They look for challenging assignments. What is there for me in terms of my career growth and my learning curve, is very, very important for millennials. • Availability of growth or career choices with better designations within the organization is very important, and so is culture fitment. 	289
Work-life interface	GEN-Y <ul style="list-style-type: none"> • I want to give time to people in my life, and time to improve my skills and knowledge to remain relevant in this competitive environment. • If I earn a lot by working 14-16 hours a day, I would not be able to enjoy that earning, I will not be able to live a healthy life, I will not be able to upskill myself in other areas and will become a robot only. • <i>If I am being compensated that well then yes, I will be willing to compromise work-life balance.</i> HR EXECS • I think work-life balance is very important, and not just today, it has always been important. But people are being more vocal about it today, for example men and women are looking for equal kind of maternity and paternity leaves. • It is very important today and it is more about work-life integration rather than work-life balance. It is sought by everyone, especially millennials. 	257

 Source: Tabulated by author

The first- and second-order dimensions of employer attractiveness for Gen Y recruits are summarized in the thematic tree in Fig. 1.

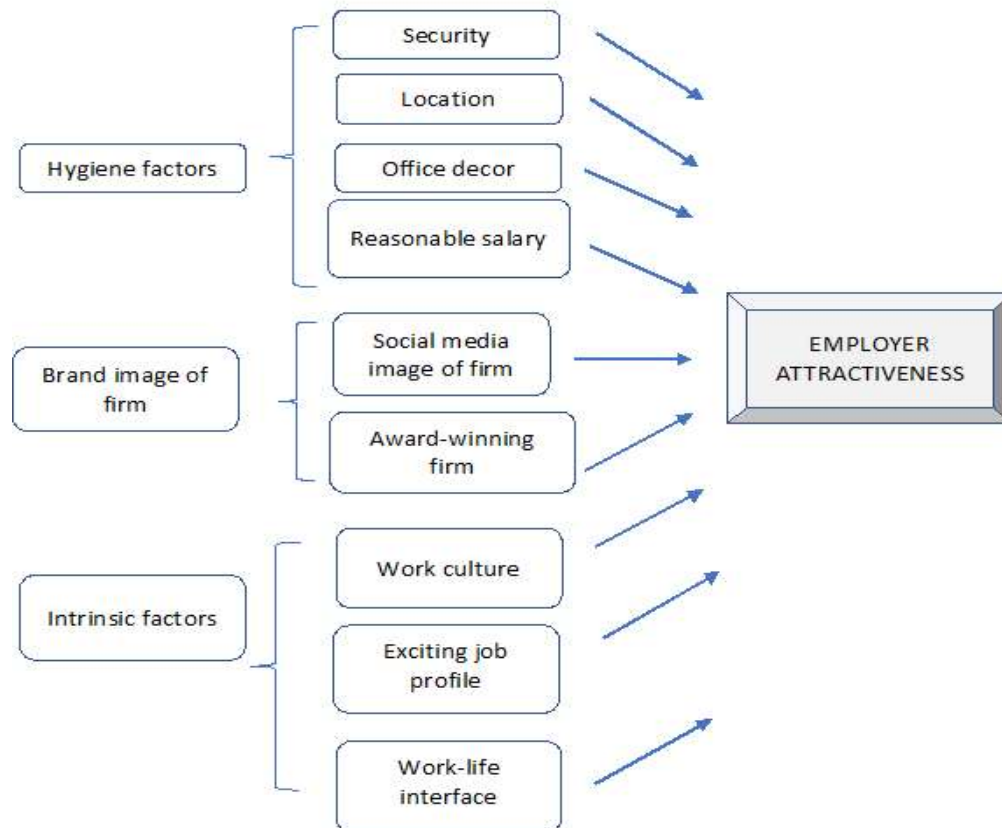
Discussion

With an aim to understand how to attract talent this study provides a unique understanding of employer attractiveness through the eyes of Gen Y in India, one of the fastest growing economies in South Asia.

Hygiene Factors

According to this study an employer is perceived as unattractive due to the absence of certain factors including an aesthetically designed office, a good office location, job security or a deserving salary. A major difference between the two samples was that while HR executives spoke of salary and incentives as a strong motivational factor, Gen Y perceived this to be a hygiene factor in which a fair salary is a basic expectation for their skills and abilities.

Fig. 1 Thematic Tree Showing Dimensions of Employer Attractiveness for Gen Y Recruits



Source: Author's own

“Deserving a salary is more of a basic requirement that I would expect my employer to provide in return for my services” (R13-GenY-M).

This study thus challenges the view that Gen Y tends to be self-seeking, entitled job hoppers who think more about themselves than the firm (Murale, Preetha & Kasthurika, 2016). Rather what is evident from this study is that the skilled Gen Y believe they have earned the right to a deserving salary and are not indulging in a ‘sense of entitlement’ which implies an undeserved recognition. This is summed up aptly by Ruma Batheja, Head HR at Knowledgegenics Research, Gurgaon, India: “This is how the younger generation thinks: If I am a high performer, I will look at all components of total rewards, this is my area of expertise, I am good at this, and I have created my brand value, and will join only those organizations which fulfil the compensation and benefits criteria of mine.”

This self-confidence amongst Gen Y members is in sharp contrast to the baby boomers who had fewer job avenues and lower salaries in comparison, and who thus tended to stay in the same job for decades. This is probably due to greater economic prosperity and a boom in salaries in India since the adoption of the new economic strategy in 1991.

Motivational Factors

The main predictors of employer attractiveness include brand recognition of the firm, work culture, rich job profile and

a balanced work-life interface. In other words, Gen Y is attracted to employers where the job profile will challenge them, where there is an open and transparent culture, where there are growth opportunities, and where there is an equitable balance between professional and personal life. A significant difference between the two samples was that HR executives perceived organizational culture as an important predictor of employer attractiveness (in the sense of creating a sense of pride and belonging), while Gen Y respondents did not place much importance on this (as long as the work culture allowed them to work in a fairly independent and unfettered manner).

“Competitors always demand high performance. Hence, your brand is a big weapon that helps them join and stay within the firm and its culture” (R7-HRE-F).

In other words, HR executives view a firm’s culture like glue that binds employees in terms of hiring, engagement, and retention, while a weak firm culture is seen to be a reason for dissatisfaction. Yet firm culture does not appear to be an important factor in whetting a new recruit’s appetite to join the firm. The culture of an organization is reflected in the work done and how it is done. It is possible that Gen Y placed less significance on this because one only really gets to know of an organizational culture, with its shared values and norms, when one actually joins the firm. Employers who see attractive salaries and a healthy work culture to be compelling employer value propositions may need to rethink this.

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Perhaps more so for start-ups in India, which have a high failure rate (Samalopanan & Balasubramaniam, 2020).

The intergenerational difference in opinion regarding hygiene factors and motivational factors is summarized in a 2 x 2 matrix (Fig. 2).

Fig. 2 Hygiene & Motivational Factors: Intergenerational Differences

	GEN Y	HR EXECUTIVES
SATISFIERS	HIGH BRAND IMAGE OF THE FIRM	HIGH SALARY AND INCENTIVES
DISSATISFIERS	LOW SALARY AND INCENTIVES	WEAK COMPANY CULTURE

Source: Author’s own

Theoretical Implications

Finding similarities across domains is said to be a precursor to theory building (Wacker, 1998). By transposing Herzberg’s widely used theoretical

framework in job satisfaction research (Dion, 2006) to the phenomenon of employer attractiveness, this study suggests that some predictors of employer attractiveness can also be classified as motivators and others as hygiene fac-

tors. Herzberg's two-factor theory is still widely cited but has been criticized in terms of its methodology (critical incident technique) and also as an oversimplified theory of motivation that does not take into account individual differences (Stello, 2011). This study problematizes a core assumption of the two-factor theory, namely that satisfiers and dissatisfiers are perceived in the same manner by all concerned. In this study Gen Y and HR executives displayed significant differences as to perceptions of what constitute satisfiers and dissatisfiers in terms of salary and financial rewards and also company culture. Furthermore, this study provides an alternative assumption (Cornelissen & Durand, 2014) by suggesting that the same predictor can be perceived as a motivator for some (HR executives) and a hygiene factor for others (Gen Y).

Some studies suggest that theories reflect the cultural milieu of their country contexts and thus might not always be universally generalizable (Hofstede, Hofstede & Minkov, 2005; Matei & Abrudan, 2016). It is prudent to recall that Herzberg's American study sample consisted of respondents who were likely to be high in individualism when compared to India, where a person's self-image is defined as 'I' rather than 'we' (Hofstede, 1984). In this study the Indian cultural context threw up one finding that was not part of the original two-factor theory, namely that 'awards and social recognition of the firm' was also influenced by the perception of the firm by the applicant's family and friends. This find-

ing adds to the contextual richness to the phenomenon.

"To me it's vitally important that my family respect the image of the company I plan to work for" (R13-GenY-M).

Recognizing the important role an employee's family plays in Indian society, one HR executive said, "We ensure that a formal letter goes to the family so that the family is made aware of how the person has been recognized within the organization. Like thank you notes to the wives, or the husbands or even the parents, because the person spends a lot of time at work which we truly appreciate."

Practical implications

While it may be more challenging than ever to recruit talent, the silver lining is that for companies that can woo and retain Gen Y, it is often worth the effort. Said M K Ajay, Executive Vice President of Human Resources, Colgate-Palmolive (India), "India has a workforce that is challenging, both in terms of attracting talent and developing and engaging that talent. However, it is also a workforce with tremendous potential to build a future leadership pipeline. Colgate-Palmolive India has exported several leaders, quite a few of whom serve senior leadership roles around the world" (Thite, 2020: 31).

In line with Lievens' (2007) 3-stage employer branding process there are some recommendations for HR executives and employers.

i) Design a compelling and unique employer value proposition: The likes and dislikes of Gen Y need to be considered so that a more nuanced, contextualized strategy is tailor-made for Gen Y. Even before rolling out employer branding strategies for human resource policies, HR executives would need to communicate with Gen Y employees to gain deeper insights into the dimensions of employer attractiveness from their point of view for future hires. In addition, HR policies should be framed around the Gen Y philosophy of work-to-live rather than live-to-work (Baum, 2020). The family also needs to be considered, given that the role of the family in recognizing a firm's brand value is important, with a possible spillover effect on the applicant (Kumar, Chakraborty & Kumar, 2020) in a context of cultural diffusion (Raina, Cho & Singh, 2020). Multinational companies should consider contextual authenticity when devising unique employer value propositions in the Indian market (Martin & Hetrick, 2009).

ii. Communicate this value proposition accurately: Building on Backhaus and Tikoo (2004), EB is closely associated with the formation of a psychological contract between the employer and the candidate; employers need to be careful not to over-promise any value proposition, as this may lead to a psychological breach of trust. Authentic communication is required for value proposition.

iii. Implement the promises made in the value proposition: Employers would need to note that unfulfilled promises lead to cynicism about the employer

and also the perception of a breach of psychological trust, or the perception that certain obligations remain unfulfilled (Robinson, 1996). This 'overbranding' significantly reduces trust and commitment in younger employees (Bal, De Lange, Jansen & Van Der Velde, 2008), possibly more so in India where a manager's psychological support is rated quite high (Shahnawaz & Goswami, 2011). On the other hand, fulfilling a psychological contract has a positive impact on the employer's value proposition and, in turn, on retention (Pattnaik & Sahoo, 2020).

Limitations & Future Research

This study was based on the respondents' self-perceptions, which can be inflated or deflated. This can be considered as a limitation of this study.

In terms of future research, there is scope for further study of the phenomenon, including a deep dive into various types of mediators and moderators as well as other new and emerging motivators, as indicated by anecdotal evidence, such as the increasing preference to work from home in the post-pandemic phase. In addition, more comparative, inter-country studies at a macro level may reveal that what is perceived as a motivator in one cultural context may be seen as a hygiene factor in another, and vice versa.

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Appendix 1 Descriptive Statistics of HR Executive Leaders

Respondent code	Age	Gender	Role within Organization
R1-HRE-F	51	Female	Chief Human Resource Officer
R2-HRE-M	41	Male	Senior Executive, HR
R3-HRE-M	44	Male	Senior Executive, HR
R5-HRE-F	45	Female	Senior Executive, HR
R6-HRE-M	50	Male	Senior Executive, HR
R7-HRE-F	48	Female	Founder CEO
R8-HRE-F	54	Female	Founder/Partner
R9-HRE-F	45	Female	HR Head
R10-HRE-F	43	Female	HR Director
R11-HRE-M	40	Male	HR Manager
R12-HRE-F	42	Female	HR Manager
R13-HRE-F	43	Female	HR Manager

Source: Author’s own