2. **Attitudes:** Based on these beliefs, individuals develop attitudes toward the organization. Positive attitudes may result from alignment with personal values, perceived fairness in organizational practices, or admiration for the company's culture and leadership. Attitudes in the context of organizational attractiveness refer to the evaluative feelings or predispositions that potential employees have toward a particular organization based on their beliefs and perceptions. These attitudes significantly influence whether an individual will consider pursuing employment with a company. Here's a detailed exploration of attitudes in organizational attractiveness:
    - Formation of Attitudes
    - Components of Attitudes
    - Factors Influencing Attitudes
    - Impact of Attitudes on Organizational Attractiveness
    - Measurement and Management

3. **Intentions:** When positive attitudes are formed, individuals may express intentions, such as a desire to apply for a job, recommend the organization to others, or engage with its products or services. This stage reflects the behavioural predispositions influenced by beliefs and attitudes. Intentions in the context of organizational attractiveness refer to the behavioural inclinations or plans of potential employees to engage with an organization. These intentions are shaped by their beliefs and attitudes and are critical indicators of their likelihood to pursue employment opportunities.
    - Nature of Intentions
    - Factors Influencing Intentions
    - Role of Employer Branding
    - Link to Actual Behaviour
    - Measurement of Intentions

4. **Actions:** Finally, intentions can translate into actions, such as submitting a job application, accepting a job offer, or actively participating in organizational activities. Actions represent the culmination of the attraction process and are critical for talent acquisition and retention. Actions in the context of organizational attractiveness refer to the tangible behaviours that individuals exhibit in response to their beliefs, attitudes, and intentions about an organization. These actions reflect the final step in the attraction process, where potential employees translate their perceptions and intentions into real-world decisions and behaviours.
    - Job Applications
    - Acceptance of Job Offers
    - Participation in Recruitment Events
    - Employee Advocacy
    - Social Media Engagement
    - Perceived Organizational Fit
    - Recruitment Experience
    - Compensation and Benefits
    - Talent Acquisition
    - Employer Branding Feedback
    - Organizational Performance

REVIEW OF LITERATURE

Paloma Martinez-Hague (2024), said that this study permits us to think about how is at present being tackled these knowledge gaps, which become serious constraints for the field of study. For instance, organizational Attractiveness need to address the inward point of view, considerably more so of the people who have as of late been drawn in and recruited by the organization; this stays the most un-concentrated on approach, as per the creators. Then again, there is a necessity for additional investigations that examine the requirements and points of view of the individual as a reason for perceiving how it affects him or regardless of whether an organization is attractive.

Elvira L. Buitek et.al, (2023), examined the factors affecting organizational attractiveness and its effects by putting forth hypotheses and correlations between significant variables. They focused on millennials waged in Kazakhstan's HTTL industry due to their eminence as digital natives and their conceivable impact on governmental strategies. The study's inferences have implications for Kazakhstan's government, regulators and service sector, notably the tourist and hospitality sectors and can help in developing marketing and advancement plans that can magnificently attract business community, tourists and skilled migrants and guide the drafting of favourable policies for the country's labour market and youth employment.

André de Waal (2022), this research results have both a theoretical and a practical contribution. Theoretically, they add to the scarce literature on the topics of organizational attractiveness and high performance in Flanders. A search of the extant literature revealed hardly any studies into these topics, and when some studies were found they were mostly not holistic of nature but only about subareas (De Vos *et. al*., 2015; Nauwelaerts *et al*., 2012; Staessens *et. al*., 2019) and then often in the public sector in Flanders (Buttiens and Hondeghem, 2015; Crabbé et. al., 2013; Stroobants and Bouckaert, 2013). The results of the research described in this paper are based on a holistic view of organizational high performance which is, in addition, connected to organizational attractiveness, thus making this research one of the first of its kind in the Flemish context. This also entails that the research results have a practical contribution in the sense that managers of Flemish for-profit organizations know that they can apply the HPO framework to increase both the level of high performance and the attractiveness of their

organizations, thus helping these companies to better deal with the many challenges in the competitive labor market that exist in Flanders.

Dassler. A, et.al, (2022), in this article authors tried to examine the employee's attractiveness for across various employee generations. From the analysis it is found that for all the three generations (Baby boomers, X and Y) competitive awards seemed to be attractive but for Gen X and Gen Y employees are also concerned about the brand image of the company.

RESEARCH GAP

From the analysis it is observed that there are less literature reviews on organizational attractiveness in employee perception and there are nominal researches on organizational attractiveness in healthcare sector. Therefore, the current research examines the organizational attractiveness in healthcare sector in employee perspective.

OBJECTIVES OF THE STUDY

- To explore the factors influencing organizational attractiveness in healthcare sector organizations.
- To analyze employee perceptions on organizational attractiveness in select healthcare sector organizations in Meerut of Uttar Pradesh.
- To put forth certain suggestions based on the findings of the study to improve the organizational attractiveness in healthcare sector organizations.

HYPOTHESIS

H_o: The employee does not perceive all the dimensions of organizational attractiveness as overall organizational attractiveness in select healthcare sector organizations in Meerut of Uttar Pradesh.

H_1: The employee perceives all the dimensions of organizational attractiveness as overall organizational attractiveness in select healthcare sector organizations in Meerut of Uttar Pradesh.

METHODOLOGY

To satisfy the aforesaid objectives the information has been gathered from two sources i.e., primary and secondary sources. The secondary information was gathered from various journals, periodicals, magazines, books and unpublished documents. The primary information was gathered legitimately from the sample respondents with pre-designed questionnaire. The participants selected for this study consisted of employees of the select Hospitals in Meerut. These employees include Doctors, Nurses, Paramedics and other supporting staff. Simple random sampling technique was deployed in sample selection. Out of 806 questionnaires distributed 759 questionnaires found to be usable.

DATA ANALYSIS

Model fit of the Work Life Balance Model

Values of different fit indices; GFI, IFI, CFI, NFI greater than 0.9 considered as good fit and RMSEA values 0.05 or less indicates close to fit, between 0.05 to 0.08 indicates reasonable fit and values between 0.08 to 0.10 show marginal fit (Kline, 2001). Structural Equation Modelling (SEM) is conducted with all 32 variables and data shows that in select healthcare sector organizations df= 5.064, GFI= .915, NFI= .917, IFI= .923, TLI= .919, CFI= .917, RMSEA= .071.

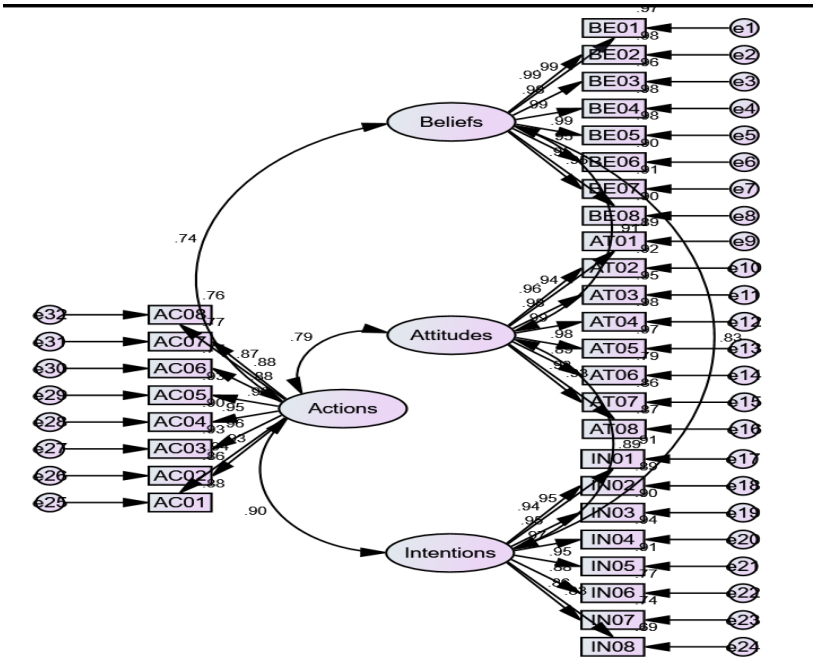


Fig- 1: Organizational Attractiveness Model

Divergent Validity& Convergent Validity of Organizational Attractiveness Model

Table- 1: Divergent Validity& Convergent Validity of Organizational Attractiveness Model in the Select Healthcare Sector Organizations

	CR	AVE		Beliefs	Attitudes	Intentions	Actions
Beliefs	0.99326	0.94854	Beliefs	**0.974**			
Attitudes	0.98678	0.9033	Attitudes	0.909	**0.950**		
Intentions	0.97719	0.84304	Intentions	0.833	0.895	**0.918**	
Actions	0.97847	0.85051	Actions	0.745	0.79	0.897	**0.922**

(Source: Primary Data)

Convergent validity was assessed through CR and AVE. The required levels of CR and AVE should be equal or more than 0.6 and 0.5 respectively (Hair et al., 2010). CR and AVE were also used to establish the reliability of the measurement model. CR is an alternative measure to Cronbach's Alpha, it is recommended by Chin (1998) as an ideal measure to overcome some deficiencies in Cronbach's alpha. The CR should be 0.60 or higher, while the minimum threshold for an AVE should be 0.5 or higher to indicate adequate reliability (Awang, 2015). The composite reliability (CR) and average variance explained (AVE) values for the final measurement model of Organizational Attractiveness are presented in above table. From the above table it is observed that all CR values are more than 0.7 and AVE values are more than 0.5, hence supporting their convergent validity (Hair et al., 2010).

The recommended approach for establishing divergent Validity is to compare the squared correlation between two constructs with either of their individual AVE estimates (Hair et al., 1998). The AVE estimates should be greater than the squared correlation estimate. In addition to distinctiveness of constructs, divergent Validity also means that individual measured items should represent only one latent construct. Form the above table it is observed that the AVE estimates are greater than the squared correlation estimates, hence supporting divergent validity (Hair et al., 1998).

Table- 2: Descriptive Statistics of Employee Perception's on Organizational Attractiveness Beliefs

Descriptive Statistics			
	N	Mean	Std. Deviation
The hospital is widely recognized for its excellent patient care	759	3.60	1.443
The hospital has a strong reputation for ethical practices	759	3.59	1.470
The hospital is known for its high standards of medical research and innovation	759	3.57	1.468
The hospital is considered a leader in the healthcare industry	759	3.57	1.454
The hospital fosters a culture of respect and collaboration	759	3.58	1.455
The hospital is committed to continuous improvement and learning	759	3.56	1.478
The hospital values diversity and inclusion	759	3.56	1.475
The hospital is dedicated to employee well-being and work-life balance	759	3.57	1.474
Valid N (listwise)	759		

(Source: Primary Data)

From the above table it is understood that in organizational attractiveness beliefs "The hospital is widely recognized for its excellent patient care" registered highest mean value (3.60) and lowest standard deviation (1.443). "The hospital is committed to continuous improvement and learning" and "The hospital values diversity and inclusion" registered lowest mean value (3.56).

Table- 3: Descriptive Statistics of Employee Perception's on Organizational Attractiveness Attitudes

Descriptive Statistics			
	N	Mean	Std. Deviation
I would feel proud to work at this hospital	759	3.53	1.468
I believe working at this hospital would be a fulfilling experience	759	3.50	1.481
I think this hospital provides a supportive work environment	759	3.47	1.489
I have a positive view of the hospital's management and leadership	759	3.49	1.473
I support the hospital's policies on employee development and training	759	3.46	1.471

I agree with the hospital's approach to patient care and safety	759	3.41	1.516
I approve of the hospital's commitment to environmental sustainability	759	3.47	1.497
I am in favour of the hospital's efforts to engage with the community	759	3.49	1.500
Valid N (listwise)	759		

(Source: Primary Data)

From the above table it is understood that in organizational attractiveness attitudes "I would feel proud to work at this hospital" registered highest mean value (3.53) and lowest standard deviation (1.468). "I agree with the hospital's approach to patient care and safety" registered lowest mean value (3.41).

Table- 4: Descriptive Statistics of Employee Perception's on Organizational Attractiveness Intentions

Descriptive Statistics			
	N	**Mean**	**Std. Deviation**
I am interested in applying for a job at hospitals like this	759	3.57	1.472
I plan to explore career opportunities at hospitals like this	759	3.55	1.485
I would like to attend a job fair or recruitment event hosted by hospitals like this	759	3.49	1.499
I intend to keep an eye out for job openings at hospitals like this	759	3.51	1.481
I would recommend this hospital as a great place to work to my friends	759	3.47	1.474
I would speak positively about the hospital to potential job seekers	759	3.34	1.502
I would endorse the hospital's employment opportunities on social media	759	3.30	1.479
I would refer qualified candidates to job openings at this hospital	759	3.34	1.505
Valid N (listwise)	759		

(Source: Primary Data)

From the above table it is understood that in organizational attractiveness intentions "I am interested in applying for a job at hospitals like this" registered highest mean value (3.57) and lowest standard deviation (1.472). "I would endorse the hospital's employment opportunities on social media" registered lowest mean value (3.30).

Table- 5: Descriptive Statistics of Employee Perception's on Organizational Attractiveness Actions

Descriptive Statistics			
	N	**Mean**	**Std. Deviation**
I have visited the hospital's career website	759	3.31	1.493
I have applied for a position at this hospital in the past	759	3.28	1.500
I have reached out to current employees to learn about their experiences	759	3.33	1.458
I have attended a job fair or recruitment event hosted by the hospital	759	3.29	1.485
I follow the hospital on social media to stay updated on job opportunities	759	3.34	1.458
I subscribe to newsletters or email updates from the hospital	759	3.47	1.450
I participate in online forums or groups related to this hospital	759	3.39	1.485
I actively seek information about the hospital's job openings and news	759	3.41	1.503
Valid N (listwise)	759		

(Source: Primary Data)

From the above table it is understood that in organizational attractiveness actions "I subscribe to newsletters or email updates from the hospital" registered highest mean value (3.47) and lowest standard deviation (1.450). "I have applied for a position at this hospital in the past" registered lowest mean value (3.28).

FINDINGS

- From the analysis it is found that all the four factors considered for the study are significantly impacting organizational attractiveness in the study area.
- Among the belief factors "The hospital is widely recognized for its excellent patient care" registered highest mean value (3.60) and "The hospital values diversity and inclusion" registered lowest mean value (3.56).

- It is observed that among attitude factors "I would feel proud to work at this hospital" registered highest mean value (3.53) and "I agree with the hospital's approach to patient care and safety" registered lowest mean value (3.41).
- Among the intention factors "I am interested in applying for a job at hospitals like this" registered highest mean value (3.57) and "I would endorse the hospital's employment opportunities on social media" registered lowest mean value (3.30).
- From the analysis it is found that, among actions factor "I subscribe to newsletters or email updates from the hospital" registered highest mean value (3.47) and "I have applied for a position at this hospital in the past" registered lowest mean value (3.28).

SUGGESTIONS

- ✓ According to the research all the four factors; beliefs, attitudes, intentions and actions are significantly contributing for organizational attractiveness in the healthcare sector organizations. Therefore, organizations intended to attract skilled employees should consider all these four while branding the organization.
- ✓ Though there are several factors influence employee attraction towards organization, but top factor seems to be patient satisfaction towards organization's treatment. Therefore, organizations should focus on standard operation procedures to ensure smooth functioning of operations.
- ✓ Now a days candidates are not only concern about salary but also concerned about brand image of the hospital. In this context building the organizations brand image become significant both in perspective of patients and skilled employees.
- ✓ Skilled employees are more interested to work in those organizations which have more environmental cautiousness. So, organizations should adopt environmentally friendly practices.
- ✓ Current generation employees are actively following social media. Therefore, organizations can reach these potential employees by conveying hospital information in the social media platforms.

CONCLUSION

After covid-19 pandemic there is a huge demand hike among the healthcare sector professionals. Healthcare professionals particularly nurses with two or three years of experience in reputed organizations are flooding towards foreign countries. As a result, there is a huge shortage for skilled healthcare sector professionals in India. Therefore, the current research focuses on the factors influencing organizational attractiveness in the healthcare sector organizations. Form the review of literature beliefs, attitudes, intentions, and actions are found to be the significant dimensions of organizational attractiveness. To test the same in the study area 32 item questionnaire is considered and structural equation model test is administered to examine the factors applicability in the study area. From the analysis it is understood that all the four factors are significantly contributing for the organizational attractiveness. Then descriptive statistics are observed to know in each variable which item is significantly contributing for organizational attractiveness and found that patient satisfaction, organization's brand image, organization's environmentally cautiousness and organization's social media presence are significant items. Therefore, organizations should consider all these items to attract skilled employees towards organization.

Scope of Future Research

1. In the current research only organizational attractiveness factors are considered for the study. In future research other factors like corporate social responsibility impact on organizational attractiveness can be examined.
2. The present research considered healthcare sector organizations for the study. In future researchers can verify the applicability of the factors in the other sectors as well.

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