Pisco Med Publishing

Human Resources Management and Services 2026, 8(3), 6322.
https://doi.org/10.18282/hrms6322

Article

Strengthening the organisation's competitiveness through HR marketing and employer branding

Světlana Myslivcová[1], Jitka Novotová[1, *]

[1]Technical University of Liberec, Faculty of Economics, 46001, Liberec, Czech Republic

[*]**Corresponding author:** Jitka Novotová, jitka.novotova1@tul.cz

CITATION

Myslivcová S, Novotová J. (2026). Strengthening the organisation's competitiveness through HR marketing and employer branding. Human Resources Management and Services. 8(3): 6322. https://doi.org/10.18282/hrms6322

COPYRIGHT

Copyright © 2026 by author(s). *Human Resources Management and Services* is published by Piscomed Publishing Pte. Ltd. This work is licensed under the Creative Commons Attribution (CC BY) license. https://creativecommons.org/licenses/by/4.0/

Abstract: This paper examines how the main attributes of human resources (HR) marketing identified in Randstad studies as supporting employee satisfaction and employer branding are applied in practice in a large manufacturing organisation. The research responds to the European labour-market context characterised by a shortage of skilled employees and the need to attract and retain qualified workers. However, a distinct research gap remains as prior Randstad surveys mapped employee satisfaction attributes but did not operationalise them against HR marketing mix tools or test their empirical on-site implementation in manufacturing firms. The study uses an exploratory, descriptive, qualitative single-case design. Data were collected from internal organisational materials, interviews with HR managers, and five semi-structured focus groups involving 35 employees from production and technical and managerial positions (12 women and 23 men; 4 with primary education, 13 with secondary vocational education, 16 with secondary education with a school-leaving examination, and 2 with higher education). Qualitative content analysis was used to identify patterns and categories corresponding to the four elements of the HR marketing mix: product, price, place, and promotion. The findings show that a strong product brand can provide a foundation for promotion and support employer branding. At the same time, employer stability alone does not constitute a sustainable competitive advantage. Managers' tacit knowledge, communication skills, and ability to communicate organisational vision are important components of HR marketing. Although salary is a key factor in employee satisfaction, the findings indicate that employees are often dissatisfied with pay regardless of its level; therefore, remuneration alone is not a sufficient foundation for employer branding. The study recommends integrating HR marketing mix elements, personalising non-financial benefits, ensuring transparent incentive systems, strengthening internal communication, and using the organisation's product brand to support employer branding. The findings may assist organisations seeking to strengthen employee satisfaction, retention, and competitiveness in the labour market.

Keywords: employee satisfaction; employee retention; human resource management; labour market; qualitative research; competitive advantage; employee loyalty

1. Introduction

1.1. European Union and Czech labour market challenge context

The paper's content responds to current topics that resonate in the European Union (EU) labour market (Carolan, 2024), namely low unemployment, the decline in the total number of people in the labour market, and the shortage of skilled labour. Unemployment in the Czech Republic is around 3%, representing one of the lowest unemployment rates in the European Union (Úřad práce, 2023). In this challenging environment, employers constantly ask how to attract and

retain talented workers and remain competitive in human resource management.

Employees, who according to marketing principles are viewed as internal customers in this paper (Benraïss-Noailles & Viot, 2021; Gladka & Fedorova, 2019; Jančíková & Milichovský, 2019; Myslivcová, 2019) and who play a crucial role in building an organisation's competitive advantage (Aránega et al., 2023; Szostek et al., 2023), expect a high standard in the employer's offering. Nowadays, employees behave more actively and selectively in the labour market, seeking employers that offer attractive salaries, benefits, a pleasant work environment, and an interesting job description, ensuring work-life balance (Randstad, 2022, 2023). These market realities place high demands on organisations, requiring proactive and innovative HR management approaches (Jančíková & Milichovský, 2019).

1.2. Generational workforce heterogeneity and talent demands

Understanding generational workforce heterogeneity is a core variable shaping employee perception of HR marketing attributes. Unlike Generations X and Y, Generation Z has distinct expectations regarding work life, particularly regarding work flexibility, digital environments, mental health, and employer social responsibility (Wąsowicz-Zaborek & Oleksiuk, 2025). Concurrently, Generation Z is characterised as adaptive, technology-oriented, and selective regarding employers whose values must align with their personal principles (Zahlimar et al., 2023; Zilka, 2023). Furthermore, Generation Z does not consider traditional, purely financial benefits as the primary driver of employer attractiveness, placing greater value on benefits focused on work-life balance and personal development opportunities (Kofroňová, 2024).

In contrast, Generation Y prioritises work-life balance and less hierarchical organisational structures (Dreyer & Stojanová, 2023; Wolf et al., 2005). Alongside prioritising job satisfaction and effectiveness, Generations Y and Z collectively seek flexible, inclusive, and equitable work environments (Nabahani & Riyanto, 2020). Meanwhile, Generation X employees are characterised in the academic literature as distinct from Generations Y and Z, influenced by a combination of traditional HR instruments and by a prioritisation of a stable working environment and recognition. Based on available sources, there is a clear trend showing that employers target Gen Y (Millennials) and Gen Z more frequently than Gen X (Vujovič & Tripkovič, 2023).

1.3. HR marketing conceptual evolution

The paper presents HR marketing not only as an effective tool for reaching potential employees (Fettig et al., 2018; Van Dierendonck et al., 2016) but primarily as a tool that promotes the satisfaction of existing employees (Hitka et al., 2015; Love & Singh, 2011). HR marketing can generally be seen as applying marketing rules and principles in human capital management (Bejtkovsky & Copca, 2020; Ng et al., 2010; Saini et al., 2014), offering effective practices to meet company HR needs and address existing and potential employee expectations (Gladka & Fedorova, 2019; Sinha et al., 2020). The primary task of HR marketing is to support the development of an organisation's reputation to differentiate it from competitors and increase its attractiveness as an employer (Urbancová & Hudáková, 2017).

1.4. Employer branding theoretical linkages

HR marketing is intrinsically linked to building a strong employer brand (Kanning, 2016). Similar to Kanning (2016) and Benraïss-Noailles and Viot (2021), this study presents employer branding as the conceptual link between HR marketing and employee loyalty. An employer brand represents an organisation's most valuable asset and a primary source of competitive advantage (Bejtkovsky & Copca, 2020; Ong, 2011; Wroblowska, 2019). In the context of HR marketing,

employer branding helps organisations retain existing qualified employees (Backhaus & Tikoo, 2004; Berthon et al., 2005) while simultaneously attracting potential high-quality candidates (Berthon et al., 2005; Kashive & Khanna, 2017; Krejčová & Eger, 2023; Ong, 2011).

1.5. Research gap and research objectives

The authors present a case study that addresses employers' needs to obtain quality, qualified employees and retain them over the long term. Existing research in HR marketing has identified attributes that are important for employee satisfaction and employer branding (Randstad, 2022, 2023). However, existing literature predominantly treats these attributes—collectively forming the Employee Value Proposition (EVP)—as fragmented or purely descriptive factors. There is a distinct theoretical gap regarding how individual EVP components are systematically structured and operationalised across specific HR marketing mix tools (Product, Price, Place, Promotion) and how generational workforce preferences influence their on-site perception in manufacturing environments.

Based on knowledge of HR marketing principles and the identified research gap, qualitative research in the form of focus groups with 35 respondents was conducted at a large manufacturing company. The attributes previously identified by Randstad (2022, 2023) were used to structure the qualitative inquiry and content analysis. The primary objectives of this study are:

To systematically map empirical satisfaction attributes (Randstad, 2021–2023) onto the 4P HR marketing mix framework.

To empirically evaluate the on-site implementation and perception of these attributes across different employee groups (considering generational workforce heterogeneity).

To develop an integrated model of the marketing mix in HR marketing that connects EVP components with operational HR strategies to strengthen internal employer branding and employee retention.

The authors deliberated on the selection of the organisation based on predefined criteria. The authors set the following criteria for selecting the organisation as a "typical case" (Chrastina, 2019) among large manufacturing companies in the Czech Republic. The organisation had to fall into the category of a large employer significant for the region, where a small family-type collective that can motivate employees to have high loyalty to the employer without implementing high-quality HR marketing is not the main element of employee satisfaction (Kuruppuge and Gregar, 2018). Further, it had to be an organisation with a long tradition and, hence, a well-known brand doing business in a traditional segment in the region, and thus, many organisations are doing business in it. As a result, such an organisation faces significant competition in the job market and is forced to use HR marketing. The selected organisation operates in the glass segment, which is typical for North Bohemia. The Czech Republic is highlighted in historical sources and scientific works as a significant region for the glassmaking tradition, with an emphasis on the origins and development of glassmaking in Bohemia since the Early Middle Ages and the Middle Ages (Zlámalová Cílová et al., 2021). The organisation has 1659 employees, of whom 1315 work in production and 344 are in management. The organisation has eight plants specialising in various types of glass products.

2. Literature review

2.1. HR marketing

Although HR marketing is still considered a new concept in the Czech Republic (Jančíková and Milichovský, 2019), the first references to the concept in German literature date back to the 1960s. (Maier, 1991). HR marketing is

generally understood as applying marketing principles and rules to human capital management (Bejtkovsky and Copca, 2020; Ng et al., 2010; Saini et al., 2014). According to Sinha et al. (2020), HR marketing offers the best and most effective practices in human resource management. Urbancová and Hudáková (2017) add that the primary task of HR marketing is to ensure and support the development of an organisation's reputation, thereby differentiating it from competitors and increasing its attractiveness as an employer.

Gladka and Fedorova (2019) discuss managerial activities in the context of HR marketing aimed at meeting the company's HR needs and identifying the needs of existing and potential employees. These authors perceive HR marketing in the broadest sense - as a tool of competitive advantage focused on the company's needs and existing and potential employees. On the other hand, Kryger Aggerholm et al. (2011) view HR marketing in a narrower sense, describing it as a tool for managing, building, and influencing human resource relationships within an organisation. The authors link HR marketing to employer branding. As a means of motivation and engagement, targeting existing employees, they also see HR marketing as a Hitka et al. (2015) and Love and Singh (2011). Barrow and Mosley (2005) add that it is a means of satisfaction for existing employees.

Authors Fettig et al. (2018) and Van Dierendonck et al. (2016) link HR marketing to potential employees. They view HR marketing as an effective tool for achieving a competitive advantage in attracting or reaching potential employees. Wozniak (2015) argues that, in this case, it is important to approach potential employees appropriately through targeted marketing.

2.2. Marketing mix in HR marketing

Just as the classic marketing mix is a tool for applying marketing strategies in classical marketing, so too is the marketing mix in HR marketing a tool for applying HR management strategies (Jančíková and Milichovský, 2019; Myslivcová, 2019). This HR marketing mix consists of Product, Price, Place, and Promotion, following the classic marketing mix (Hitka et al. 2015; Spielmann, 2015; Urban et al. 2011; Wickham and O'Donohue, 2009).

As stated by Malý (2022), a product in HR marketing is a job position whose attributes include the worker's requirements, the place of performance, the organisation of work, the working hours, and the amount of work the company is trying to 'sell'. Pratoommase (2015) states that the job offer should be meaningful and engaging.

Price in HR marketing, from the employer's point of view, represents, according to Spielmann (2015), Urban et al. (2011), and Wickham and O'Donohue (2009), the full labour cost. It is all the expenses the employer incurs for employee wages, recruitment and training, or covering social and HR needs, for example. According to Gladka and Fedorova (2019), HR marketing is an essential tool for promoting loyalty and motivation to meet mutual expectations.

The promotion targets two groups of employees. In the first case, it is aimed at potential employees. In this case, according to Gladka and Fedorova (2019), it is about demonstrating the job offer on the labour market. According to Myslivcová (2019), the promotion strategy for potential employees aims to inform them about the job offer. Bednar et al. (2013) present promotion in HR marketing as a broader concept. He says that companies use this tool to build a good name and a strong employer brand, create a positive public attitude, inform suitable candidates about job vacancies, and strengthen the organisation's position in the labour market. In the second case, HR marketing communication is directed towards existing employees. This internal communication relates to all internal processes in the company, corporate culture, and employer branding. As stated

in Suchá (2023), effective internal communication leads existing employees to recommend the employer to their friends, who then promote the employer brand to the public.

The place marketing tool in HR marketing is, according to Pratoommase (2015), not only the place of work in terms of facilities, equipment and technology used, but also, according to Vysokajová et al. (2011), Jančíková and Milichovský (2019), patterns of behaviour among employees, workplace relationships, problem-solving and generally accepted norms and values. Corporate culture is also related to the workplace and, according to Mensik (2022), can be considered the basis for employer branding. It helps the company create a desired brand image that employees (current and potential) perceive and can identify with (Spielmann, 2015; Wickham and O'Donohue, 2009).

2.3. The most essential attributes of the marketing mix in HR marketing

Company Randstad (2022, 2023), the largest provider of human resources services, has been conducting employee-focused research for several years to identify the most critical employee satisfaction attributes in HR marketing that lead to employer branding. The authors used findings from Randstad's surveys, conducted on a representative sample of respondents in 2021, 2022, and 2023, for this case study. **Table 1** presents the seven most essential attributes from these surveys, which the authors, in the spirit of marketing principles (Gladka and Fedorova, 2019; Spielmann, 2015; Urban et al., 2011; Urbancová and Hudáková, 2017; Wickham and O'Donohue, 2009) linked to the different marketing mix tools in HR marketing. This table created a semi-structured scenario for the focus group (see **Table 2** with coding scheme).

Table 1. Evolution of the level of importance of satisfaction attributes in the marketing mix (in %) (Randstad, 2022, 2023).

attributes	element of the marketing mix	2023	2022	2021
Attractive salary and benefits	price	68	70	74
Financial health	product	66	64	68
Pleasant working atmosphere	place	64	63	66
Job security	product	63	63	67
Location	place	54	51	42
Interesting job description	product	49	55	58
Work-life balance	product	52	50	52

Table 1 shows that the order of attributes has remained virtually unchanged over the years, with attractive pay and benefits still being the most important for employees (Randstad, 2022, 2023). In our opinion, an organisation's financial health is closely related to job security, which is why these categories were combined in the focus group. Randstad's research did not identify any attributes related to the marketing communication tool. This indicates that employees need to be made aware of the importance of this tool. However, it is essential to communicate the organisation's strategic priorities to employees. For example, it is used to inform employees about the job description. This tool increases employees' loyalty, commitment and motivation (Gladka and Fedorova, 2019; Myslivcová, 2019; Suchá, 2023). Thus, the authors included promotion among the facts identified in the focus group (see coding scheme in **Table 2**).

2.4. Employer branding

As is evident from the text above and as stated by Bejtkovsky and Copca (2020), Bondarouk and Ruël (2009), Edwards and Edwards (2013), Kanning

(2016), Resch (2019), and Strenitzer (2016), practical marketing mix work in HR marketing is closely related to employer branding. According to Backhaus and Tikoo (2004), an employer brand can be characterised as a process resulting in an identifiable and unique identity. An employer brand helps current and potential employees understand who the organisation is (Love and Singh, 2011). Central to employer branding is the EVP, which encompasses the overall package of functional, economic, and psychological benefits that an organization offers in exchange for employees' skills and commitment (Backhaus & Tikoo, 2004; Barrow & Mosley, 2005). While theoretical models recognise EVP as the cornerstone of employer brand identity, the existing literature lacks an operational framework for categorising and managing these value propositions. According to Kanning (2016), the employer brand links HR marketing and employee loyalty. The role of the employer brand is to communicate the functional and symbolic benefits of the organisation to potential employees (Backhaus and Tikoo, 2004; Lievens et al., 2007; Lievens and Highhouse, 2003; Weske et al., 2020). The employer brand differentiates the organization from competitors in the labour market (Love and Singh, 2011). In this context, Wroblowska (2019) adds that employer branding is becoming increasingly important in today's global competitive environment. By systematically structuring EVP elements within the HR marketing mix framework, organisations can effectively translate abstract brand promises into concrete, operational HR practices.

3. Materials and methods

The paper aims to verify how the main identified attributes of HR marketing supporting employee satisfaction and building the employer brand from Randstad studies are applied in practice in a large manufacturing organisation and, based on these findings to formulate recommendations for the development of a marketing mix in HR marketing, which will contribute to employee satisfaction, to building the employer brand and will lead to gaining a competitive advantage in the labour market.

The research questions are based on this objective:

How do employees perceive the organisation's product policy when applying HR marketing?

How do employees perceive the organisation's pricing policy when applying HR marketing?

How do employees perceive the organisation's distribution policy when applying HR marketing?

How do employees perceive the organisation's communication policy when applying HR marketing?

Given the stated objective, the research was designed as an exploratory and descriptive study to understand the new phenomenon under investigation and uncover its peculiarities (Patton, 2015). This is because previous research has identified the most critical attributes of employee satisfaction, but has yet to incorporate them into the various marketing mix tools. It has not shown how they should be implemented within HR marketing strategies to increase employee satisfaction. The case study, developed through qualitative research, was chosen because of the opportunity to gain a deeper understanding of the context and to explore new phenomena that still need to be addressed (Ridder, 2017). A synchronic single-case study was conducted; the research subject was one organisation, and the organisation's current events at a single point in time were observed. The advantage of this approach is that the phenomena under study are not affected by the variability of external influences, as would be the case in a multiple-site case study (Chrastina, 2019). An example of such an influence is the differing quality of managers across the studied organisations, which leads

to different perceptions of the elements of the marketing mix in HR marketing among their subordinates. The case study can be seen as embedded because the research subject was some units - employees of the organisation (Chrastina, 2019).

To gain a comprehensive understanding of the organisation's HR environment, a three-stage qualitative research design employing data triangulation was implemented:

1. **Internal organizational documents:** The research initially analysed key internal documents provided by the company, consisting of previous employee satisfaction survey results and internal corporate culture surveys based on the Employee Value Proposition (EVP). These documents encompassed core topics including corporate culture and values, compensation and benefits, processes and procedures, growth opportunities, job satisfaction, teamwork, top management, supervisory relationships, work-life balance, and employee engagement. These materials established a baseline overview of formal HR policies and historical employee satisfaction indicators.

2. **Interviews with HR managers:** Semi-structured interviews were conducted with two top-level HR managers. The primary role of these interviews was to identify current HR strategies, clarify executive intentions, and understand HR marketing practices from a managerial perspective. Insights from the document analysis and manager interviews directly informed the design of the focus group inquiry framework, helping formulate targeted probing and follow-up questions for employees.

3. **Focus groups and data integration:** Finally, five focus groups were conducted with 35 employees (21 shop-floor workers and 14 technical/administrative staff). During the qualitative content analysis, data from internal documents and HR manager interviews were triangulated with focus group findings. This analytical integration allowed the authors to evaluate the alignment (or gaps) between formal corporate strategy/managerial perceptions and the actual frontline employee experience.

These provided the researchers with insight into the issue and an understanding of how employees of the organisation perceive their employer's use of internal HR marketing. The purpose was to obtain the most accurate possible accounts. Four thematic areas (corresponding to the marketing mix in HR marketing - product, price, place, and promotion) were prepared in advance, and general questions were formulated in each area based on the identified Randstad attributes. The focus groups were conducted in a semi-structured manner to spark discussion of the burning issues most frequently addressed by employees. It was possible to get to the issues beyond the Randstad study. Minutes were taken during each interview, and the interviews were recorded for review.

The core group consisted of all the organisation's employees. For qualitative research, the sample of respondents was selected using ideological sampling. We selected one plant in a small village (population 3,779) and one in a large city (population 107,389). The assumption was that employees' statements are determined by the environment in which they live. At the plant in the small village, one focus group was conducted with workers (henceforth D) and another with technical and managerial staff (henceforth THP). In the large city, two focus groups were conducted with D and 1 with THP to ensure that the sample matched the structure of the baseline population. The aim was to create a heterogeneous sample comprising different job positions and employees with varying education levels and ages, and to ensure equal numbers of men and women.

These requirements were forwarded to the company's HR department, which selected the appropriate employees. The selected employees were asked if they would like to participate in the research voluntarily. All of them agreed. A total

of 21 production employees and 14 THPs participated in the research. Of the 35 respondents, 12 were women and 23 were men, 4 with primary education, 13 with secondary vocational education, 16 with secondary education with a school-leaving examination, and 2 with higher education, length of employment with the company: up to 1 year: 4, 1-3 years: 2, 4-6 years: 2, 7-10: 2 and 10 and more years: 25. Each focus group was introduced by the researchers, who explained to the respondents the rules of the focus groups and the thematic areas in which the questions would be asked. The respondents completed a short questionnaire about themselves, providing their gender, level of education completed, and length of experience with the company. The focus group itself then began. One of the researchers was the main interviewer, and the other researcher took notes and did not interfere in the interview. All respondents were instructed that there were no right or wrong answers; it was about expressing their opinions. Respondents were assured that the researchers would provide company management only with the overall results of the interviews, not individual statements. Each focus group took place in a relaxed atmosphere, and employees had lively discussions and had no problem expressing negative opinions about the company. The researcher always asked a question and then let the respondents speak freely. If something was unclear to the researcher, he asked questions. The researcher emphasised that all participants spoke. The focus group lasted approximately one hour.

The researchers entered the study with a certain level of pre-understanding based on their theoretical knowledge and the latest research on HR marketing. Based on this knowledge, the attributes identified by Randstad for the group interviews were matched to the different marketing mix tools in HR marketing. Due to the general nature of the topic areas studied, it cannot be assumed that theoretical preunderstanding influenced the respondents' statements. Given that the researchers had no previous experience with the organisation as an employer, had no prior knowledge of the organisation's operations, and both had worked all their lives in higher education, i.e. in the public sector, the interviews and interpretation of the results were not influenced by the researchers' previous work experience. Potential bias arising from researchers' preconceptions was minimised through a combination of open coding and subsequent data systematisation. Although the researchers entered the analysis with theoretical knowledge of HR marketing, the respondents' statements were not limited to predefined theoretical categories. New codes were created directly from the data and only then thematically connected to the theoretical framework. At the same time, during interpretation, a distinction was consistently made between what the respondents actually stated and the researchers' interpretations of those statements. The results were thus interpreted with an emphasis on the respondents' perspective and in the context of their specific statements, rather than as an objective description of reality. The research strongly emphasised employees' perceptions of the issue (Dvořáková, 2010; Tahal, 2017).

Content analysis was used for the evaluation (Mayring, 2000) to sort through large amounts of data and identify any patterns in the data. The content analysis did more than analyse the manifest content of the group interviews. However, it analysed the different layers of content, i.e. the manifest and latent content (Mayring, 2000) that was hidden in the group interviews. The coding process took place in several consecutive steps. The audio recordings of the focus groups were repeatedly played back and compared with the verbatim transcripts to maintain the accuracy and context of the individual statements. The transcripts were first openly coded, and then the individual codes were compared with each other and systematized into higher categories. The categories were merged or divided as needed and then connected to the research sub-questions and monitored

areas of the HR marketing mix. During interpretation, the coded passages were repeatedly confronted with the original transcripts and the overall context of the individual group discussions, which made it possible to verify the consistency of the resulting interpretation (see **Figure 1**).

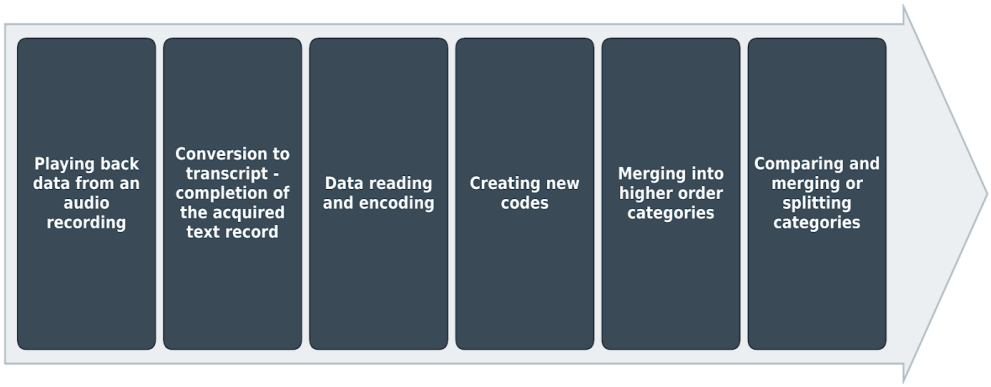


Figure 1. Stages of content analysis (own research).

Table 2 identifies the primary codes as sub-codes, summarising the more significant categories under the codes. These categories correspond to the attributes identified in the Randstad study and to the promotion attributes (Gladka and Fedorova, 2019; Myslivcova, 2019). The capital letters D and THP in the sub-codes refer to the responses of the two groups of respondents who participated in the group interviews, i.e. D - workers and THP - technical and economic workers. This breakdown resulted from the systematisation of the data (interviews) during category creation, when it was found that the data for these two groups differed significantly in some cases.

Table 2. Coding scheme.

Category	Codenames	Subcodes
1. Product/product policy	1.1 Job description	Knowledge of the job (D, THP) Perception of workload (D, THP)
	1.2 Work time balance	Views on work organisation (D, THP) Opinions on the apprenticeship system (D, THP) Views on working time (D, THP) Opinions on shifts (D, THP) Views on the amount of work (D, THP)
	1.3 Job security	Views on the financial health of the organisation (D, THP) Perceived stability of own position (D, THP)
2. Price/price policy	2.1 Wages	Perception of wage levels (D, THP) Wage information across the organisation's plants (D, THP)
	2.2 Financial benefits	How they perceive financial benefits (D, THP) How they perceive the UKOV (premium) indicator (D, THP)
	2.3 Non-financial benefits	How they perceive non-financial benefits (D, THP)
3. Place/distribution policy	3.1 Working atmosphere	Physical environment assessment (D, THP) Evaluation of technologies used (D, THP) Workplace relations (D, THP)
	3.2 Location	Workplace availability (D, THP)
4. Promotion/communication policy	4.1 Internal communication	Evaluation of internal communication in general (D, THP) Communication channels used (D, THP) Communication channels they would welcome (D, THP)

4. Results

The presentation of results synthesises findings from internal organisational documents (employee satisfaction and EVP surveys), semi-structured interviews with two top-level HR managers, and five employee focus groups. Analysing the organisation's internal materials and interviews with the two top-level HR

managers showed that the company has an established HR strategy, but needs to treat employees as customers. The strategy includes classic elements such as recruitment, payroll systems, employee benefits, and an employee training plan. However, it fails to address marketing from HR marketing and employer brand perspectives. The interviewed HR managers expressed limited familiarity with these concepts, despite acknowledging the need to build the employer brand. They repeatedly highlighted communication barriers with the company's marketing department. The marketing and HR departments operate as separate units that do not collaborate on recruiting new employees, let alone on building an employee relationship with the company. Running on old tracks, the different departments do not consider it essential to link their agendas. These baseline findings established the analytical context for interpreting the frontline employee perceptions gathered during the focus groups. This managerial and operational disconnect is subsequently reflected in employee attitudes and resignations captured in the following subchapters. The subchapters comprise the individual tools of the HR marketing mix, and the chapter structure corresponds to the codes in **Table 2**.

4.1. Product - product policy

The job description was first addressed for product policy. The research shows that the work corresponds to the specified job description. THP respondents speak in terms of the job description matching reality.

THP respondent: I knew what I would do from the moment I was hired, and I am doing it.

In any case, there is a perception among the blue-collar professions that the job description is not well explained in all departments. Respondents see this as being because some supervisors (those who should explain the job) do not understand the production process and are poorly trained.

Respondent D: I think some supervisors are poorly trained and dumber than us. They don't understand the production process. Other respondents from blue-collar occupations also agree with this.

The blue-collar professions and the THP are proud of the organization's products.

Respondent D: The organization's products are known throughout the country. People ask about the products; almost everyone knows them. Other respondents agree.

In the area of work-time balance, the inconsistency in the organization of work was found in the 2 to 3 system for blue-collar occupations (author's note: 2 setters operate three machines):

Respondent D: The problem is when one adjuster is weaker in a two on 3 work organization, the other has more work. Other respondents agree.

Shortcomings were also identified in the organization of work in delaying the delivery of inputs to production:

Other respondent D: Sometimes, inputs take longer to come into production, and then it's a chain reaction. It's a rush, rush, rush. Because we don't have warehouses where production inputs are stored, other respondents agree.

The work organization also includes the induction of new employees. It has become apparent that the system varies from one workplace to another and is not defined by the organization. In some workplaces, pressure is put on the trainee to start working "full time" before the end of the training period.

Respondent D: I have to train people, but they are coming on very quickly, and they are not yet trained. I would still train them, but he's already going to do the job.

The interviews also show that in some workplaces, employees (supervisors) are selected to do the training, and in other workplaces, it is "random" tribal employees who do it.

Respondent D: Those who know how to train are selected, and then the master gives them newcomers to train.

This information about certain skills and abilities the trainee should have is important. It is also related to the fact that trainees' failure is attributed to them. Another controversial circumstance is that in some workplaces, trainees receive bonuses automatically; in some workplaces, they have to ask for them, and in some workplaces, they do not get them (related to pricing policies in HR marketing).

The evaluation of working hours showed a variety of perceptions among respondents. This perception varies between blue-collar and THP positions and also by workplace. In most cases, THPs work single shifts. Some have flexible working hours, and some have fixed hours. This varies by workplace. The working hours of THPs in production are adjusted to the shifts.

THP Respondent: I'm in manufacturing, so I never work from home. I do have flexible hours, but I have to be here for the beginning and end of my shift.

Employees in blue-collar occupations work in shifts; their hours are fixed.

THP respondent: The THP now have limited overtime. We used to be able to earn more because of them. Workers are only allowed in exceptional situations when production requires it.

This respondent pointed to a negative perception of working hours, namely the limitation of overtime. While overtime has been a source of additional income for employees in the past, it is now reduced across the organization to save money. Those with flexible working hours can compensate for their overtime within the flexible working hours (they are therefore not paid overtime). In contrast, production workers are only paid overtime if ordered (in exceptional situations).

The helpful approach to shift work is perceived positively in the evaluation of working hours. Changing shifts is not a problem; the organization provides mothers with a single-shift operation.

Respondent D: Our shifts are set for the whole year. I have a good experience. They have always accommodated me when I needed them. Others agree.

Other respondent D: Mothers with children work one shift. For mothers with children, this is absolutely ideal. Others agree.

The last topic under product policy was the amount of work employees do. It can be concluded that employees do not work under pressure and that the standards for blue-collar positions can be met (except in exceptional situations caused by delivery delays, order backlogs, or other non-standard circumstances).

Respondent D: Pressure depends on orders. Sometimes, it's okay, but sometimes, we go to pressure.

Also, THPs do not perceive that they work under pressure or do not get their work done within working hours.

Respondent THP: I think that's why people are here. People are unhappy with the salary level, but there is a difference between our organization and another company. At the competitor, they are squeezing people. People here can't imagine that. The others agree.

Respondent D: Standards are set in terms of performance and quality. They can be met. Others agree.

Job security is a key attribute that keeps employees loyal to their employer. They think of the organization as financially stable; they appreciate that wages are

paid regularly and on time, and as a result, they rate their jobs as secure. However, employees are concerned about the future. This is due to the organization's "ageing", the owner's older age, and management not discussing the future with them.

THP Respondent: God knows how it will be in the future. The young are not coming, and the quality will go down. What will happen? (Authors' note: the data shows that the organization is "ageing" and cannot attract new, younger employees.) Others agree.

Another THP respondent: Years ago, the owner went around to people, talking about the vision—about how it would be.

Overall, the findings suggest that the HR marketing product extends beyond the formal job description and encompasses job security, work organisation, workload, working-time arrangements, and employees' relationship with the organisation's product brand. Employees' pride in the company's well-established product brand and their perception of organisational stability represent important positive elements of the internal job offering, while insufficient managerial knowledge and limited communication about the organisation's future weaken this perception. This interpretation is consistent with the HR marketing perspective, which conceptualises the job as the core internal product offered to employees and emphasises the need to align the employment offering with employee expectations (Brown et al., 2025). The findings also correspond with research showing that internally perceived employer attractiveness is shaped by organisational practices and the quality of the employment experience rather than by employer image alone (Dassler et al., 2022).

4.2. Price –pricing policy

Group interviews revealed that employees are dissatisfied with the amount of wages and benefits provided. During the interviews, it was suggested that they could not compare their pay with organizations in the area. They believe that they are significantly undervalued financially.

Respondent D: Now I'm a little worried. I'm afraid I won't survive. I would like to take overtime, but I can't right now. They cancelled them. I'm afraid I'll have to take a second job.

Respondent D: The organization would like to recruit new employees, but because of the low pay, no one wants to work here. People don't come here because the money is low. Who would work for that money? Others agree.

Respondent THP: The problem is that people elsewhere have a starting salary of 15,000 higher than here. People here are extremely underpaid. Others agree.

Employees believe there are different wages for the same positions in different organization plants. They feel that they have higher pay elsewhere, and they perceive this very negatively.

THP respondent: We suspect that we are valued differently. Others agree.

Respondent D: There is definitely a difference in pay between the plants. We differ even at one centre. It's not transparent.

Employees have a negative perception of financial benefits.

Respondent D: A contribution of CZK 200 for a pension is ridiculous.

THP respondent: There used to be bonuses every quarter, followed by 13th and 14th pay. Now, there is nothing. Others agree.

Employees' financial compensation includes bonuses tied to the Personal Expenses Coverage Indicator (UKOV) indicator (**Table 3**), a complex internal financial tool. Evaluated monthly on a cumulative basis, decisions regarding its payment and final amount fall under the competence of the Board of Directors based on overall organization performance. These bonuses are paid once a year.

UKOV is the cause of much employee dissatisfaction, as employees do not understand how this indicator is calculated. They also negatively perceive the reimbursement of this indicator throughout the year in the form of a repayable advance (if contractual conditions are not met, the employee must repay the advance). Furthermore, the form of communication regarding this indicator is a major reason for dissatisfaction, leaving employees unsure whether, in what pay period, or how much will be paid.

Table 3. Personal Expenses Coverage Indicator (UKOV) Rules

Mechanism Aspect	Rule / Description	Impact on Employees
Indicator Nature	Complex internal financial tool (Personal Expenses Coverage Indicator / UKOV).	Low transparency and difficulty understanding the formula.
Evaluation Period	Monthly cumulative evaluation based on overall organization performance.	Ongoing uncertainty regarding annual cumulative results.
Decision Authority	Exclusively decided by the Board of Directors.	Perception of a disconnected, top-down decision mechanism.
Payout & Advances	Paid annually; distributed during the year as repayable advances.	Financial risk (obligation to repay advance if targets are not met).
Communication	Undefined payout schedules, amounts, and calculation specifics	High employee doubt and dissatisfaction across price policy results

THP Respondent: We see that we are delivering, but that doesn't mean we will get the money. We don't know until the last minute if they will pay it out. Others agree.

The most highly rated non-financial benefit for employees is the telephone tariff, which is widely used. The Sodexo card and the Multisport card are perceived somewhat contradictorily by employees living and working in a small village plant. As stated in the introduction to the chapter, employees are dissatisfied with the benefits as such. They would welcome, for example, a higher contribution to the pension scheme for meals. They would welcome it if their employer provided them with sick days.

Respondent THP: We have Sodexo cards on which the organization funds anniversaries. I got money for working here for 20 years and had nowhere to spend it. If they had put it in my salary, it would have been better.

Respondent D: We have a Multisport card, but we have to go to a big city because there is no place to use it here. It's not for us from the village. Others agree.

Other respondent D: I would like to increase my pension contribution. They could also raise the value of the food stamp, at least for those on 12-hour shifts. Others agree.

Respondent THP: At my last job, we had sick days, but that was fine. I would welcome it here. Others agree.

Taken together, the findings indicate that the price dimension of HR marketing is characterised not only by the absolute level of wages and benefits but also by employees' perceptions of fairness, transparency, and individual value. Although remuneration is an important component of the employment offering, dissatisfaction emerged even where employees recognised positive aspects of the organisation, suggesting that pay alone cannot secure a positive perception of the employer. This finding is consistent with the HR marketing perspective, in which remuneration and rewards constitute the price exchanged for employees' contribution and are expected to form part of a broader value proposition (Brown et al., 2025). The results, therefore, position price as an important but insufficient

element of HR marketing when it is not perceived as transparent and equitable.

4.3. Place-distribution policy

The work atmosphere consists of the workplace facilities and the relationships in the workplace. Employees perceive the state of the workplace facilities as alarming.

Respondent THP: The equipment is outdated, not modern, and not interesting for young people. Others agree.

Respondent D: Technology is not modern. There is almost no robotization. The environment could be improved. The offices have furniture from the communist era. Others agree.

Employees perceive the modernization of the organization's kitchens, toilets, and non-production areas positively. They are also rather positive about the canteen's environment.

Employees perceive workplace relationships as more friendly and family-like, and according to the survey results, this is why they have been working in the organization for many years.

THP Respondent: The benefit is relationships. People know each other; they've been here for 15-30 years. That's why they stay. Others agree.

To a much lesser extent, the research found evidence of less conflict in the workplace.

Another THP respondent 1: There are occasional rifts between workplaces, but nothing too bad. Others agree.

Respondent D: Masters only care about their subordinates; they try to "spoil" them. However, the communication between masters and their subordinates is not good, which affects the atmosphere in the workplace. Others agree.

Employees from a small community see the plant's location as one of its main advantages. The plant is easily accessible to all village residents.

THP Respondent: A big benefit for women is that they don't have to commute anywhere. They would earn more elsewhere, but that's why they stay here. Others agree.

Respondent D: It's only worth working here if you live here.

Overall, the findings demonstrate that employees experience the place dimension of HR marketing as a combination of the physical workplace, location, and quality of interpersonal relationships. The predominantly positive perception of workplace relationships and the family-like atmosphere represents an important strength of the organisation. In contrast, the physical working environment constitutes a weaker aspect of the employment experience. The importance of these factors is consistent with research on employer attractiveness, which shows that current employees evaluate employers through a combination of organisational practices and the quality of their everyday work experience (Dassler et al., 2022). The findings therefore suggest that place in HR marketing should be understood not merely as the geographical location of the workplace, but as the broader environment in which employees experience their employment relationship.

4.4. Promotion-communication policy

The interviews show that the organization uses the following channels for internal communication: emails, face-to-face meetings, bulletin boards, intranet and magazines. The use of communication channels varies slightly by position within the organization. THPs have access to all communication channels, whereas some employees in blue-collar occupations (especially those working on machines) do not have access to a computer at work. In general, dissatisfaction with internal communication prevails. This is due, for example, to emails.

Employees in foreman positions feel that they are overwhelmed by emails.

Respondent D: I think a lot of communication is unnecessary. We have a system, but some people don't understand it. I send out spreadsheets in the morning about how many raw materials we have, and then someone comes in and asks how many raw materials we have. Terrible.

On the other hand, the respondent from the THP: Communication via email works. Other THPs agree.

Managers at meetings verbally give workers in blue-collar professions further information concerning production, work organization, and management. However, these meetings are not conducted daily, so up-to-date information may not reach the employees.

Respondent D: Communication is poor. It often happens that no one knows anything. Others agree.

The interviews revealed that the intranet is a source of dissatisfaction for employees in blue-collar positions (other than foremen) because they cannot access it.

Respondent D: We have to bother our superiors by telling them the information from the intranet.

The bulletin boards communicate information about benefits that are not available to employees who do not have access to the intranet and longer-term information. They communicate the organization's vision according to the employees.

The organization also publishes its own magazine. This contains information about benefits, the organization, employees' lives, the foundation, and the economic result. The following opinion was expressed in the interviews:

Respondent D: We have a magazine to see how successful we are. But we don't have money to add people. Others agree.

Employees would welcome more frequent visits from senior management:

THP Respondent: Previously, operations directors used to go to the plant, interact with people, and look them in the eye. Now, it's a disaster. Others agree.

Employees perceive contact with production directors/managers as essential, especially for establishing mutual trust. If the production director is in the workplace among the rank and file, employees feel that he is one of them and that he cares about them.

In addition, employees would welcome an application where all information is in one place (solving the problem that not all employees work with PCs), which would allow them, for example, to opt out of lunch when they are sick.

Respondent D: Why doesn't the organization have an app where I can cancel my lunch and get the information I need through the app? The others agree.

The findings indicate that promotion is a critical cross-cutting element of HR marketing, as it connects employees to organisational information, management, and the employer brand. Although employees considered communication important, its effectiveness varied across employee groups and communication channels, with limited access to information and insufficient direct contact with management emerging as important weaknesses. This finding is consistent with HR marketing that emphasises promotion as a mechanism by which organisations create alignment between employees and organisational objectives (Brown et al., 2025). It is also supported by empirical evidence showing that respectful and effective workplace communication is associated with employee engagement, job satisfaction, loyalty, and resilience (LaGree et al., 2023). Thus, the communication dimension appears to influence not only information exchange but also employees' relationships with the organisation.

5. Discussion

5.1. Comparison between research results and national Randstad results

A comparison with the national Randstad results reveals both important similarities and several industry-specific divergences. At the national level, attractive salary and benefits have consistently represented the strongest employer-attractiveness factor. However, their importance declined from 74% in 2021 to 68% in 2023, while financial stability (66%), job security (63%), and a pleasant working atmosphere (64%) became increasingly important (Randstad, 2023). The employees in the glass manufacturing organisation similarly expressed strong dissatisfaction with wages and benefits, confirming the national pattern; however, the case also reveals that dissatisfaction was strongly connected to perceived pay inequity between plants and a lack of transparency, dimensions that are not captured by the national ranking alone. A more pronounced divergence concerns the place dimension. Although Czech employees generally rate their employer's location and working atmosphere positively, employees in the studied organisation attached particular importance to the proximity of the plant, family-like workplace relationships, and the physical working environment, while simultaneously identifying the latter as a weakness. This suggests that in manufacturing, where work is predominantly site-based and remote work is largely unavailable, geographical proximity and everyday workplace conditions may become more consequential than in the broader labour market. The findings also differ from the national picture through the importance attached to the company's product brand: employees' pride in the products they manufacture contributes to organisational identification and perceived job security. Finally, the case highlights internal communication as a critical issue that is largely absent from the national ranking. Limited access to the intranet among production workers, irregular direct contact with senior management, and differences between blue-collar and technical/managerial employees indicate that the organisational and technological characteristics of manufacturing work strongly condition the effectiveness of HR marketing communication. Thus, the divergences from the national trends suggest that general labour-market preferences cannot fully explain employees' perceptions; rather, these perceptions are shaped by the specific production context, workforce structure, physical location, remuneration practices, and communication infrastructure of the organisation.

5.2. Theoretical contribution

This study expands the existing theoretical landscape of HR marketing and employer branding in several key ways. First, while prior research primarily provides descriptive lists of attributes driving employee attractiveness and satisfaction (e.g., Randstad, 2022, 2023), this study advances theory by systematically mapping these attributes—representing the EVP—into the four functional elements of the HR marketing mix (Product, Price, Place, Promotion). This conceptual alignment demonstrates that EVP is not merely a static list of benefits but an actionable, multidimensional system that can be managed operationally through classic marketing mix tools.

Second, the study advances internal employer branding theory by demonstrating that incongruities within specific marketing mix elements (such as wage non-transparency in Price or internal communication barriers in Promotion) directly undermine the overall integrity of the employer brand image among current employees. By framing employees as internal customers within a structured 4P framework, this research provides a holistic theoretical model that bridges the gap between theoretical EVP conceptualisation and practical HR strategy execution.

In the product policy, we must mention the strong interdependence between

the product and the classic marketing mix, and between the product and HR marketing. In the studied organisation, employees are proud of the products they produce. The product is sold in the country and worldwide under a well-known, high-value brand. Such a valuable brand, therefore, builds loyalty not only with customers (Mostafa and Kasamani, 2020) but also with employees. A robust, positive employee relationship with the product brand is associated with job security. Due to the strong brand position in the market and smooth, regular salary payments, employees perceive the organisation as stable. Randstad's research shows that this is common in the Czech Republic. Only 12% of employees think their employer is unstable and have reason to worry about their job (Randstad, 2022). The very low unemployment rate, which has remained around 3% for a long time, certainly contributes to a sense of stability and job security in the Czech Republic (CSÚ, 2023).

On the other hand, the perceived stability of the organisation's employees under study is undermined by the fact that the organisation's owner and management no longer inform them of its future direction. This finding aligns with Chijioke et al. (2018), who found that vision sharing is a key tool for increasing perceived organisational stability and employee trust.

Several factors undermine the relatively positive perception of the product within HR marketing in the organisation. These include the need for more explanation of the job description in some workplaces. Employees believe this is due to a lack of knowledge of the production process among production managers. For example, López-Cabarcos et al. (2020) highlight the importance of production managers' explicit knowledge in contributing to efficient production processes. However, one of the key reasons workers perceive managers as incompetent is ineffective communication, a problem in several companies (Hoque and Shahinuzzaman, 2021). This is also reflected in the limited ability to organise work, as some managers fail to assess individual employees' skills and work pace. Although the work is formally well organised, slower or less skilled employees hold back their more experienced colleagues. Interviews revealed that managers do not address this issue with them, which can lead to long-term frustration for professional employees. Managers' tacit knowledge is a very crucial component in the product dimension of HR marketing that affects overall product satisfaction (López-Cabarcos et al. 2020; Muthuveloo et al. 2017) and should therefore be required of managers.

Work-life balance is currently a hotly debated topic (Wisuchat and Taecharungroj, 2021). However, in the organisation studied, the employees are accustomed to regular work schedules, work challenges, and opportunities for career growth. Work is vital, and they can sacrifice part of their private life for it (Thompson and Muda, 2021). Employees of the organisation under study mainly appreciate regular working hours and shift schedules for the year ahead. Women praise managers' helpful attitude when they have to stay home with sick children. The proximity of the workplace to a smaller town is the main reason why women praise this employer. However, this approach is only partially common in the Czech Republic. Women have great difficulty reconciling their working lives with childcare, which, in most cases, is their responsibility alone (Halaštová, 2021).

It may seem somewhat paradoxical that employees complain about the ban on overtime, which they used to earn. They do not care much about the amount of free time, but higher financial compensation is more important. This is related to the low level of pay they believe they receive (discussed below). However, Ruubel and Hazak (2018) found a positive correlation between income level and willingness to work overtime. However, this finding may not hold when employees find their wages insufficient to cover their cost of living. In this case, they want to work more to earn. Work-time balance takes a back seat to the

basic need to support the family. How do employees perceive the organisation's pricing policy in the application of HR marketing?

As mentioned above, we have identified high employee dissatisfaction across plants and in different job roles and pay levels. This dissatisfaction stems mainly from the ability to compare wages between employees in a given organisation and employees in the automotive industry, which is dominant in the region. The average gross monthly salary for an employee in a manual position in the glass industry is CZK 32,874. In contrast, the average gross wage for the same position in the automotive sector is CZK 40,000 (Jooble, 2024). For 46% of employees, low pay is a reason to change employers (Randstad, 2023).

On the other hand, satisfaction with salary levels is very low nationwide, according to surveys (Alma Career, 2024; Randstad, 2023; Šmída, 2019). The data show that employees complain about the pay level regardless of how much they earn. However, many studies suggest that proper remuneration positively affects job satisfaction, improving performance and employee loyalty (Seswandi, 2022). Research Park and Ok (2021) show that high wages may not always lead to employee satisfaction. For example, it may combine salary and financial and non-financial benefits (Šmída, 2019). In the case of the studied organisation, the most discussed financial benefit was the fiscal indicator UKOV. Its shortcomings lie mainly in the fact that employees do not understand how it is calculated, and that its amount is based on the entire organisation's success, not on a particular employee's performance. Benefits that depend on the collective performance of all employees are not motivational (Abdallah, 2021). The employee feels he cannot influence the outcome, so there is no need to try. Key performance indicators (KPIs), in which rewards are commonly paid out when met, should correspond to multiple categories of company performance, such as profit, employee involvement in innovation, or the activity of a particular employee (Abdallah, 2021). KPIs must be relevant and measurable (Amoah and Minishi-Majanja, 2022), and employees must understand them to be effective, leading to organisational growth and employee satisfaction (Abdullah et al., 2022). The same is true for non-financial benefits.

The Sodexo card and the Multisport card are perceived contradictorily by employees who live and work in a plant in a small village where there is no possibility of using these benefits. In this case, employees feel that HR marketing does not focus on specific employees. Employees would like to use sick days, which are usually standard in large employers. 71% of them have them in place (Diro, 2023). A sick employee does not infect colleagues. It also shows that the employee is at home for a shorter period than if he visits the doctor and gets an illness leave. (Landwehrmann, 2018).

How do employees perceive the organisation's distribution policy in the context of the application of HR marketing?

Within the distribution policy (work atmosphere), good relations were identified as the most essential attribute. Employees perceive relationships as friendly and family-like. This is specific to the organisation under study. Generations Y and Z have worked in the organisation for several years, and their specificity is loyalty to one organisation. In this case, loyalty is supported by strong relationships, which are above standard in both analysed plants. According to a Randstad (2023) study, relationships are employees' most crucial intangible benefit. 70% of employees rate them as necessary. From the company's research, Alma Career (2024) also shows that a full fifth of employees surveyed would leave their jobs if workplace relationships were poor. Good relationships impact employee engagement, satisfaction, and psychological resilience (LaGree et al. 2023). Good relationships also affect an organisation's sustainability by increasing employee loyalty, thereby building a positive employer brand (Omar et

al. 2022).

In the studied organisation, smaller work units led by a master are formed mainly at the D employee level, where a family atmosphere is created. There is a certain degree of rivalry among these units, which may increase productivity; on the other hand, relations between the units are not so good, which may affect the overall atmosphere in the organisation. Part of the working atmosphere is the working environment, which is not good in the enterprise under study. According to the employees, it mainly discourages job seekers. Deloitte (2023) reports that an inadequate working environment is the third most common reason employees leave.

Research has shown the importance of the business's location. In a small town, this is one of the most important attributes for employees. Employees would rather receive a lower wage at an employer within walking distance than travel to the city. This is a specific feature of the country, where people are unwilling to travel too far to work or to relocate for work (Dobesova, 2024). Czechs believe that work should be close to their home and travelling to it should not take too long.

How do employees perceive the organisation's communication policy in the application of HR marketing?

Research has shown that employees perceive promotion as very important, but unfortunately, it is not always implemented well in the company. The fact that employees in blue-collar positions lack access to the organisation's intranet, where much of the information is stored, is causing a wave of resentment. This creates the impression of two categories of employees. Some, the privileged ones, have access, while others do not. However, the intranet also contains information relevant to workers' positions. This information must be passed on to the workers by the supervisors. Another area for improvement is the proliferation of communication channels, which leads to information fragmentation. Employees are unsure where to find the information or are not motivated to look for it. At the same time, it has been shown that too many information channels are time-inefficient, and much information can be lost. Some employees complained about the large number of e-mails they receive daily. Research shows that e-mail communication is one of the most effective ways of communicating information (Petkovic and Rapajic, 2021), for example, Carlisle and Hamilton (2020), but note that it may be less effective in some cases.

Many employees perceive the company magazine negatively, which also seems counterproductive. At a time when the organisation has fewer orders and is saving money by banning paid overtime, they see the magazine's publication as a waste of money.

Poorly managed communication affects the workplace's atmosphere, reducing work efficiency and employee motivation (Dhone and Sarwoko, 2022). Using the example of the chief operating officer who hardly communicates with his subordinates and the owner's failure to share the organisation's vision, it can be shown that communication by high-ranking people towards employees is also crucial. Such a situation leads to a lack of employer brand identification and employee loyalty, and therefore to a weak employer brand (Deepa and Baral, 2021).

It turned out that most of the positively perceived attributes (so-called strengths) of the marketing mix in the application of HR marketing in the selected organisation are related to product policy. Negatively perceived attributes (so-called weaknesses) are "evenly" distributed among all marketing mix tools of Organisation X (see **Figure 2** for more details).

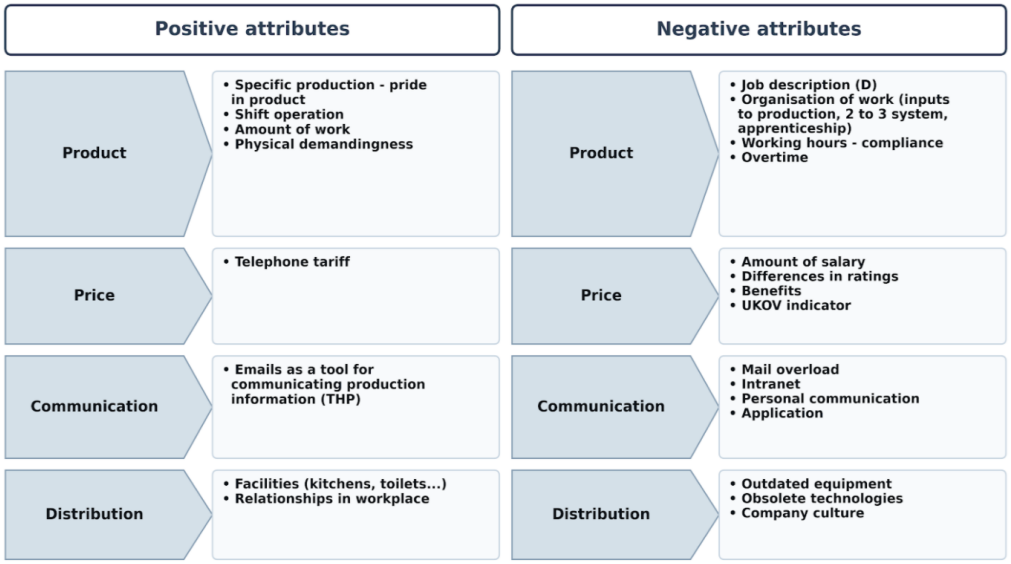


Figure 2. Marketing mix in HR marketing of Organisation X (own research).

6. Conclusion

From a theoretical perspective, this study advances the HR marketing and employer branding literature in three key ways. First, it bridges a significant theoretical gap by systematically mapping empirical EVP attributes onto the operational 4P HR marketing mix framework (Product, Price, Place, Promotion), moving beyond fragmented, descriptive attribute listings toward an actionable operational model. Second, it enriches internal employer branding theory by demonstrating that structural incongruities within marketing mix elements—such as opaque pricing mechanisms (e.g., non-transparent financial indicators) or communication barriers (e.g., restricted intranet access)—directly erode internal brand equity and employee retention. Third, it refines understanding of generational workforce heterogeneity in traditional manufacturing environments, showing that functional job security and baseline financial stability remain the primary drivers for Generations X and Y, taking precedence over modern work-life balance initiatives.

To enhance managerial usability for HR practitioners, the practical recommendations derived from this study are prioritized into short-term, medium-term, and long-term strategic adjustments:

Short-term recommendations (0–6 months): Operational transparency & communication accessibility:

Financial communication & transparency: Immediately demystify complex financial metrics (such as the UKOV bonus indicator) by introducing transparent, simplified communication regarding target calculations, payout conditions, and schedules.

Inclusive internal channels: Establish accessible digital channels—such as a dedicated mobile application or workplace information kiosks—to connect blue-collar employees who lack regular PC/intranet access, eliminating perceived operational inequality between office and shop-floor staff.

Localized benefits optimization: Audit non-financial benefit packages to align with plant locations, replacing urban-centric perks (e.g., unusable sports passes in small communities) with locally relevant benefits, such as sick days or elevated meal allowances.

Medium-term adjustments (1–2 Years): Wage structure & leadership capabilities:

Sustainable baseline pricing policy: Adjust core wage structures so that

baseline remuneration provides a decent standard of living without mandatory reliance on overtime. Overtime restrictions must not compromise employees' basic financial stability, as wage inadequacy directly drives turnover.

Motivational financial incentives: Restructure bonus schemes to link rewards directly to individual or departmental KPIs rather than collective corporate metrics, restoring employee line-of-sight and personal motivation.

Managerial soft-skills & visible leadership: Develop frontline managers' communication competencies and tacit knowledge. Re-establish regular workplace visits by senior management and plant directors to communicate corporate visions directly and foster organizational trust.

Long-term Strategic adjustments: Brand integration & infrastructure alignment:

Brand alignment: Strategically leverage high commercial product brand equity as the foundational pillar for the internal employer brand, explicitly reinforcing pride in workmanship within external and internal recruitment marketing.

Workplace infrastructure modernization: Execute phased capital investments in modernizing physical working environments and production technologies, as obsolete equipment discourages new candidates and weakens overall corporate culture.

The main limitation of this study is its single-case design, as the research was conducted within a single manufacturing organisation and therefore does not permit statistical generalisation of the findings to other organisations or industries. The findings should instead be understood as context-dependent insights into employees' perceptions of HR marketing and employer branding. Their transferability may be greater to organisations with similar characteristics, particularly manufacturing companies with comparable organisational structures, workforce composition, and employment conditions. However, differences in organisational culture, industry context, size, labour market conditions, or HR practices may lead to differing employee perceptions and outcomes. Future research should therefore examine the identified relationships across multiple organisations and industries to assess their broader applicability. Another area for improvement is that we could not remain in the organisation, observe events, or conduct individual interviews with people. Focus groups are often conducted in practice so that all participants say the same thing, i.e., agree with others' views, even if they have different opinions. Conformism and group cohesion are at work here. The third limitation is the structure of the enterprise's employees under study. The most of the employees have worked for this organisation for many years. The study's findings are therefore primarily applicable to companies with permanent employees.

Author contributions: Conceptualization, SM and JN; methodology, JN; validation, SM; formal analysis, SM; investigation, SM and JN; resources, SM and JN; data curation, SM; writing—original draft preparation, SM and JN; writing—review and editing, JN; visualization, SM; funding acquisition, SM. All authors have read and agreed to the published version of the manuscript.

Funding: This research was funded by Faculty of Economics TUL, grant number SM_40.

Acknowledgment: The authors would like to express their sincere gratitude to the management of the participating company for granting permission to conduct this research and for their valuable support, cooperation, and assistance throughout the study.

Conflict of interest: The authors declare no conflict of interest.

References

[1] Abdallah A A. (2021). Effective implementation of Japanese quality methods during health pandemics. Business Process Management Journal. 27(7): 2123–2143.
[2] Abdullah A S B Z N F B Z N F B H N W B, Abidin N Z Z. (2022). The Benefits of Having Key Performance Indicators (KPI) in Public Sector. International Journal of Academic Research in Accounting, Finance and Management Sciences. 12(3): 719–726.
[3] Alma Career. (2024). Ročenka LMC 2022/23. https://magazin.almacareer.com/cz/soubory-ke-stazeni
[4] Amoah G B, Minishi-Majanja M K. (2022). Key performance indicators (KPIs) in Ghanaian university libraries: Developing outcome-based metrics for staff performance. Performance Measurement and Metrics. 23(2): 41–52.
[5] Aránega A Y U R C S R C, Montesinos C G. (2023). Agile methodologies and emotional intelligence: An innovative approach to team management. Journal of Competitiveness. 15(3).
[6] Backhaus K, Tikoo S. (2004). Conceptualizing and researching employer branding. Career Development International. 9(5): 501–517. https://doi.org/10.1108/13620430410550754
[7] Barrow S, Mosley R. (2005). The Employer Brand: Bringing the Best of Brand Management to People at Work. Toronto: John Wiley & Sons.
[8] Bednář V D J H P, Těšitelová H. (2013). Sociální vztahy v organizaci a jejich management. Praha: Grada Publishing.
[9] Bejtkovský J, Copca N. (2020). The Employer Branding Creation and HR Marketing in Selected Healthcare Service Providers. Management & Marketing. 15(1): 95–108. https://doi.org/10.2478/mmcks-2020-0006
[10] Benraïss-Noailles L, Viot C. (2021). Employer brand equity effects on employee's well-being and loyalty. Journal of Business Research. 126: 605–613. https://doi.org/10.1016/j.jbusres.2020.02.002
[11] Berthon P E M, Hah L L. (2005). Captivating company: Dimensions of attractiveness in employer branding. International Journal of Advertising. 24(2): 151–172. https://doi.org/10.1080/02650487.2005.11072912
[12] Bondarouk T V, Ruël H J M. (2009). Electronic Human Resource Management: Challenges in the digital era. The International Journal of Human Resource Management. 20(3): 505–514. https://doi.org/10.1080/09585190802707235
[13] Brown, D. M., Pattinson, S., Sutherland, C., & Davies, M. A. P. (2025). Internal marketing and organizational performance: A systematic review and future research agenda. Journal of Business Research, 194, 115384. https://doi.org/10.1016/j.jbusres.2025.115384
[14] Carlisle M, Hamilton E L. (2020). The Role of Communication Mode in Auditor-Client Interactions: Insights from Staff Auditors. Current Issues in Auditing, 15(1), A19–A37. https://doi.org/10.2308/CIIA-2020-007
[15] Carolan, C. (2024). Unemployment in the EU reached all-time low in 2023. The Brussels Times. Retrieved February 8, 2024, from https://www.brusselstimes.com/eu-affairs/869744/unemployment-in-the-eu-reached-all-time-low-in-2023
[16] ČSÚ. (2023). Míry zaměstnanosti, nezaměstnanosti a ekonomické aktivity—Červenec 2023. Retrieved February 12, 2024, from https://www.czso.cz/csu/czso/cri/miry-zamestnanosti-nezamestnanosti-a-ekonomicke-aktivity-cervenec-2023
[17] Deepa R, Baral R. (2021). Is my employee still attracted to me? Understanding the impact of integrated communication and choice of communication channels on employee attraction. Corporate Communications: An International Journal. 27(1): 110–126. doi:10.1108/CCIJ-09-2020-0136
[18] Dassler, A., Khapova, S. N., Lysova, E. I., & Korotov, K. (2022). Employer attractiveness from an employee perspective: A systematic literature review. Frontiers in Psychology, 13, 858217. https://doi.org/10.3389/fpsyg.2022.858217
[19] of communication channels on employee attraction. Corporate Communications: An International Journal. 27(1): 110–126. https://doi.org/10.1108/CCIJ-09-2020-0136
[20] Deloitte. (2023). Průzkum Deloitte mezi mileniály a zástupci generace Z 2023. Retrieved November 25, 2023, from https://www2.deloitte.com/cz/cs/pages/about-deloitte/articles/millennialsurvey.html
[21] Dhone M Y, Sarwoko E. (2022). Internal communication and employee performance: The mediating role of motivation. Jurnal Ekonomi Modernisasi, 18(2), Article 2. https://doi.org/10.21067/jem.v18i2.6709
[22] Diro M. (2023). Firmy začaly upřednostňovat hlavně zdravotní benefity. Retrieved February 12, 2024, from https://komoraplus.cz/2023/12/01/firmy-zacaly-uprednostnovat-hlavne-zdravotni-benefity/
[23] Dobešová K. (2024). Češi se za prací stěhovat příliš nechtějí. A kolik očekávají nástupní…. Retrieved February 12, 2024, from https://www.homecredit.cz/tiskove-zpravy/cesi-se-za-praci-stehovat-prilis-nechteji-a-kolik-ocekavaji-nastupni-plat
[24] Dreyer, C., & Stojanová, H. (2023). How entrepreneurial is German Generation Z vs. Generation Y? A literature review. Procedia Computer Science, 217, 155–164. https://doi.org/10.1016/j.procs.2022.12.211
[25] Dvořáková I. (2010). Obsahová analyýza / formální obsahová analýza / kvantitativní obsahová analýza. AntropoWebzin . 6(2): 95-94.
[26] Edwards M R, Edwards T. (2013). Employee Responses to Changing Aspects of the Employer Brand Following a Multinational Acquisition: A Longitudinal Study. Human Resource Management. 52(1): 27–54. https://doi.org/10.1002/hrm.21519
[27] Fettig K G T K A K A, Stuber F. (2018). Impact of Industry 4.0 on Organizational Structures. 2018 IEEE International Conference on Engineering, Technology and Innovation (ICE/ITMC), 1–8. https://doi.org/10.1109/ICE.2018.8436284
[28] Gladka O, Fedorova V. (2019). Defining personnel marketing strategies. Business: Theory and Practice. 20: 146–157. https://doi.org/10.3846/btp.2019.14
[29] Halaštová E. (2021). Jen dvě procenta českých otců využívá rodičovskou dovolenou. Většina mužů si přitom myslí, že by měli. February 12, 2024, from https://www.irozhlas.cz/zpravy-domov/cesti-muzi-otcove-rodicovska-dovolena_2108072055_piv
[30] Hitka M S K B Ž, Stacho Z. (2015). Differences in Employee Motivation at Slovak Primary Schools in Rural and Urban Areas. International Education Studies. 8(5): 33–42.

[31] Hoque I, Shahinuzzaman M. (2021). Task performance and occupational health and safety management systems in the garment industry of Bangladesh. International Journal of Workplace Health Management. 14(4): 369–385. https://doi.org/10.1108/IJWHM-09-2020-0169
[32] Chijioke N V H M, Olatunji F. (2018). Influence of strategy formulation drivers on strategic performance. Ekonomicko-manazerske spektrum. 2018(2): 15–25. https://doi.org/10.26552/ems.2018.2.15-25
[33] Chrastina J. (2019). Case Study –a Method of Qualitative Research Strategy and Research Design. Olomouc: Univerzita Palackého v Olomouci.
[34] Jančíková K, Milichovský F. (2019). HR Marketing as a Supporting Tool of New Managerial Staff in Industry 4.0. Administrative Sciences, 9(3), Article 3. https://doi.org/10.3390/admsci9030060
[35] Jooble. (2024). Mistři a příbuzní pracovníci ve sklářství, výrobě keramiky a bižuterie mzda—Zjistěte průměrnou mistři a příbuzní pracovníci ve sklářství, výrobě keramiky a bižuterie výši mzdy na Jooble. Retrieved February 12, 2024, from https://cz.jooble.org/salary/mist\TU\textbackslash{}%C5\TU\textbackslash{}%99i-a-p\TU\textbackslash{}%C5\TU\textbackslash{}%99\TU\textbackslash{}%C3\TU\textbackslash{}%ADbuzn\TU\textbackslash{}%C3\TU\textbackslash{}%AD-pracovn\TU\textbackslash{}%C3\TU\textbackslash{}%ADci-ve-skl\TU\textbackslash{}%C3\TU\textbackslash{}%A1\TU\textbackslash{}%C5\TU\textbackslash{}%99stv\TU\textbackslash{}%C3\TU\textbackslash{}%AD\TU\textbackslash{}%2C-v\TU\textbackslash{}%C3\TU\textbackslash{}%BDrob\TU\textbackslash{}%C4\TU\textbackslash{}%9B-keramiky-a-bi\TU\textbackslash{}%C5\TU\textbackslash{}%BEuterie
[36] Kanning U P. (2016). Personalmarketing, Employer Branding und Mitarbeiterbindung: Forschungsbefunde und Praxistipps aus der Personalpsychologie. Berlin: Springer-Verlag.
[37] Kashive N, Khanna V T. (2017). Study of Early Recruitment Activities and Employer Brand Knowledge and Its Effect on Organization Attractiveness and Firm Performance. Global Business Review, 18(3), 172–S190. https://doi.org/10.1177/0972150917693334
[38] Kofroňová, M. (2024). Mladí talenti na trhu práce: kde jsou a co chtějí? Promotion.cz. Retrieved September 5, 2026, from https://www.promotion.cz/blog/mladi-talenti-na-trhu-prace-kde-jsou-a-co-chteji
[39] Krejčová Z, Eger L. (2023). Výzkum obsahu inzerce pracovních nabídek v síti LinkedIn: Případová studie z bankovnictví v České republice. Business trends. 13(1): 61-73. https://doi.org/10.24132/jbt.2023.13.1.61_73
[40] Kryger Aggerholm H E A S, Thomsen C. (2011). Conceptualising employer branding in sustainable organisations. Corporate Communications: An International Journal. 16(2): 105–123. https://doi.org/10.1108/13563281111141642
[41] Kuruppuge R H, Gregar A. (2018). Employee's Organizational Preferences: A Study of Family Businesses. Economics & Sociology. 11(1): 255–266. https://doi.org/10.14254/2071-789X.2018/11-1/17
[42] LaGree D H B D M, Shin H. (2023). The Effect of Respect: Respectful Communication at Work Drives Resiliency, Engagement, and Job Satisfaction among Early Career Employees. International Journal of Business Communication. 60(3): 844–864. https://doi.org/10.1177/23294884211016529
[43] Landwehrmann T. (2018). Je ti nevolno? Vezmi si volno. Aneb sick days. Retrieved February 12, 2024, from https://www.epravo.cz/top/clanky/je-ti-nevolno-vezmi-si-volno-aneb-sick-days-107145.html
[44] Lievens F, Highhouse S. (2003). The Relation of Instrumental and Symbolic Attributes to a Company´s Attractiveness as an Employer. Personnel Psychology. 56(1): 75–102. https://doi.org/10.1111/j.1744-6570.2003.tb00144.x
[45] Lievens F V H G, Anseel F. (2007). Organizational Identity and Employer Image: Towards a Unifying Framework. British Journal of Management, 18(s1), S45–S59. https://doi.org/10.1111/j.1467-8551.2007.00525.x
[46] López-Cabarcos M Á S S, Vázquez-Rodríguez P. (2020). The role of product innovation and customer centricity in transforming tacit and explicit knowledge into profitability. Journal of Knowledge Management. 24(5): 1037–1057. https://doi.org/10.1108/JKM-02-2020-0087
[47] Love L F, Singh P. (2011). Workplace Branding: Leveraging Human Resources Management Practices for Competitive Advantage Through "Best Employer"Surveys. Journal of Business and Psychology. 26(2): 175–181. https://doi.org/10.1007/s10869-011-9226-5
[48] Maier W. (1991). Strategisches Personalmarketing: Analyse —Konzeption —Instrumente. In W. Maier & W. Fröhlich (Ed.), Personalmanagement in der Praxis: Konzepte für die 90er Jahre (s. 65–71). Gabler Verlag. https://doi.org/10.1007/978-3-322-86053-8_9
[49] Malý L. (2022). HR marketing—Jak na efektivní náborové kampaně. Kolín: Workoholix.
[50] Mayring P. (2000). Qualitative Content Analysis. Forum Qualitative Sozialforschung / Forum: Qualitative Social Research. 1(2). https://doi.org/10.17169/FQS-1.2.1089
[51] Menšík T. (2022). Employer Branding 2022: Hlavní výzvy a inspirativní trendy. Retrieved November 12, 2023, from https://www.menseek.eu/employer-branding-2022-hlavni-vyzvy-a-inspirativni-trendy/
[52] Mostafa R B, Kasamani T. (2020). Brand experience and brand loyalty: Is it a matter of emotions? Asia Pacific Journal of Marketing and Logistics. 33(4): 1033–1051. https://doi.org/10.1108/APJML-11-2019-0669
[53] Muthuveloo R S N, Teoh A P. (2017). The impact of tacit knowledge management on organizational performance: Evidence from Malaysia. Asia Pacific Management Review. 22(4): 192–201. https://doi.org/10.1016/j.apmrv.2017.07.010
[54] Myslivcová S. (2019). Personální marketing v řízení lidských zdrojů. Brno: Masarykova univerzita.
[55] Ng E S W., Schweitzer L, Lyons S T. (2010). New Generation, Great Expectations: A Field Study of the Millennial Generation. Journal of Business and Psychology. 25(2): 281–292. https://doi.org/10.1007/s10869-010-9159-4
[56] Omar M K., M F. Ahmad, R C. Mamat, F A. Amirrudin, N A. Nord (2022). Ascertaining Organizational Commitment Via Workplace Spirituality among Employees of a Malaysian Development Bank. International Journal of Academic Research in Accounting, Finance and Management Sciences. 12(1): 155–165.
[57] Ong L. (2011). Employer branding and its influence on potential job applicants. Australian Journal of Basic and Applied Sciences. 5(9): 1088–1092.

[58] Park J, Ok C. (2021). Do Performance-Based Pay and Pay Competitiveness Moderate the Relation Between Lower-Level Employees Total Compensation and Job Satisfaction? Evidence from South Korea. Humanities and Social Sciences Letters. 9(4): 378-388. https://doi.org/10.18488/journal.73.2021.94.378.388
[59] Patton M Q. (2015). Qualitative research & evaluation methods: Integrating theory and practice. Calofornia: SAGE Publications.
[60] Petković N M, Rapajić M M. (2021). The Influence of Internal Communication on Employees Motivation in Organizations in Serbia. Economic Themes. 59(4): 515–523. https://doi.org/10.2478/ethemes-2021-0029
[61] Pratoommase T. (2015). HR What? It's time for HR Marketing! - Part 2: Marketing Mix 4Ps into HR strategy. Retrieved January 4, 2024, from https://www.linkedin.com/pulse/hr-marketing-part-2-mix-4ps-strategy-thanapat-pratoommase
[62] Randstad. (2022). Reporty | Randstad Česká republika. Retrieved November 11, 2023, from https://www.randstad.cz/employer-brand-research/reporty/
[63] Randstad. (2023). Reporty | Randstad Česká republika. Retrieved November 11, 2023, from https://www.randstad.cz/employer-brand-research/reporty/
[64] Resch D. (2019). Personalmarketing, Employer Branding und Mitarbeiterbindung. Zeitschrift für Arbeits- und Organisationspsychologie A&O. 63(1): 51–53. https://doi.org/10.1026/0932-4089/a000287
[65] Ridder H G. (2017). The theory contribution of case study research designs. Business Research. 10(2): 281–305. https://doi.org/10.1007/s40685-017-0045-z
[66] Ruubel R, Hazak A. (2018). Disparities in Knowledge Employees' Actual, Contractual, and Desired Working Schedules. Knowledge Management: An International Journal. 18(1–2). https://doi.org/10.18848/2327-7998/CGP/v18i01/17-30
[67] Saini G K R P, Chaudhary M K. (2014). What do best employer surveys reveal about employer branding and intention to apply? Journal of Brand Management. 21(2): 95–111. https://doi.org/10.1057/bm.2013.10
[68] Seswandi A. (2022). The Effect of Financial Compensation and Work Environment on Employee Satisfaction and Performance CV. Amri Jaya Dinamika of Pekanbaru City. Sains Organisasi. 1(1). https://doi.org/10.55356/so.v1i1.12
[69] Sinha A V B S S, Kakkar S. (2020). Professionalising family firm through internal HR marketing: A case of Ratnamani Metal and Tubes Ltd. Benchmarking: An International Journal. 28(5): 1482–1502. https://doi.org/10.1108/BIJ-03-2020-0102
[70] Spielmann K. (2015). Příběh P pro personalisty—Personální marketing.cz. Retrieved January 11, 2024, from https://www.menseek.eu/pribeh-p-pro-personalni-marketing/
[71] Strenitzerová M. (2016). HR Marketing in Terms of HR Managers and Employees - Application e-Marketing Tools. Marketing Identity. 4(1/2): 463–473.
[72] Suchá M. (2023). Proč a jak nastavit efektivní interní komunikaci. Retrieved November 11, 2023, from https://www.jenprace.cz/magazin/proc-a-jak-nastavit-efektivni-interni-komunikaci
[73] Szostek D B A P, Rogalska E. (2023). Impact of employees' counterproductivity on interpersonal relationships in the context of company competitive potential: Application of SEM methodology for Poland. Journal of Competitiveness. 15(3). https://doi.org/10.7441/joc.2023.03.02
[74] Šmída J. (2019). Motivace—Nábor—Zaměstnaci—Výzkum—Motivate. Retrieved November 20, 2023, from https://motivate.cz/co-realne-uchazeci-preferuji-pri-hledani-prace/
[75] Tahal R. (2017). Marketingový výzkum: Postupy, metody, trendy. Praha: Grada Publishing.
[76] Thompson D, Muda A L. (2021). Exploring Managers' Perspective on Factors Affecting Generation Y Retention. Journal of Cognitive Sciences and Human Development. 7(2): 159–174. https://doi.org/10.33736/jcshd.3798.2021
[77] Urban J S J, Vysokajová M. (2011). Pesronalistika-meritum. Praha: Wolters Kluwer.
[78] Urbancová H, Hudáková M. (2017). Benefits of Employer Brand and the Supporting Trends. Economics & Sociology. 10(4): 41–50. https://doi.org/10.14254/2071-789X.2017/10-4/4
[79] Úřad práce. (2023). Nezaměstnanost zůstala v listopadu na říjnových 3,5 % , z evidence odešlo přes 36 tisíc lidí. Retrieved January, 1, 2024, from https://www.uradprace.cz/web/cz/-/nezamestnanost-zustala-v-listopadu-na-rijnovych-3-5-z-evidence-odeslo-pres-36-tisic-lidi
[80] Van Dierendonck D L A Z M, Rothweiler H. (2016). Linking HRM Practices and Institutional Setting to Collective Turnover: An Empirical Exploration. Administrative Sciences. 6(4). https://doi.org/10.3390/admsci6040018
[81] Vysokajová M U J, Stýblo J. (2011). Meritum Personalistika. Praha: Wolters Kluwer ČR.
[82] Wąsowicz-Zaborek, E., & Oleksiuk, A. (Eds.). (2025). Gen Z at work in Central and Eastern Europe: Socioeconomic, technological and cultural contexts. Routledge. https://doi.org/10.4324/9781003647119
[83] Wan M P. (2017). The 7 Ps of People Marketing. Retrieved February, 12, 2023 https://www.hrgrapevine.com/content/article/news-2017-08-15-the-7-ps-of-people-marketing
[84] Weske U R A S C, Neumann O. (2020). Attracting future civil servants with public values? An experimental study on employer branding. International Public Management Journal. 23(5): 677–695. https://doi.org/10.1080/10967494.2018.1541830
[85] Wickham M, O'Donohue W. (2009). Developing Employer of Choice status: Exploring an employment marketing mix. Organization Development Journal. 27(3): 77–95.
[86] Wisuchat W, Taecharungroj V. (2021). A place to work: Examining workplace location attributes that appeal to generation Y and Z talent. Journal of Place Management and Development. 15(3): 264–283. https://doi.org/10.1108/JPMD-08-2020-0081
[87] Woźniak J. (2015). The Use of Gamification at Different Levels of E-Recruitment. Management Dynamics in the Knowledge Economy. 3(2): 257–278.
[88] Wroblowska Z. (2019). Personality Requirements for Ukrainian and Czech Managers Creating Brands as a Competitive Advanatage. Journal of Competitiveness. 11(1): 152–167. https://doi.org/10.7441/joc.2019.01.10

[89] Zahlimar, N., Bakar, N. A., Permana, N. I., Siswoyo, N. M. & Hamirul, N. (2023). Analysis and study of the use of digital national identity card services in generation Z. Open Access Indonesia Journal of Social Sciences, 6(5), 1061–1068. https://doi.org/10.37275/oaijss.v6i5.172

[90] Zilka, G. C. (2023). Gen Z self-portrait: Vitality, activism, belonging, happiness, self-image, and media usage habits. Issues in Informing Science & Information Technology, 20, 111–128. https://doi.org/10.28945/5139

Appendix A: Focus group scenario

Hello, welcome to the focus group. We are glad that you are participating in our research. The focus group will last approximately one hour. You do not have to be afraid to discuss, we record your answers anonymously. The results will be used for our research. Your HR department will only receive the overall results from us; your names will not be published anywhere. If you do not want to answer something, you do not have to. Your answer cannot be wrong; it is always your personal opinion. Within the focus group, everyone will be given space to express themselves. Within the focus group, we will cover four thematic areas: product, price, place and promotion in personnel marketing. Please first fill out a short questionnaire about yourself. After filling it out, we will start discussing.

Product

What would you say about your job?

What is your job description?

Do you have a job description on your resume? Do you know exactly what you are supposed to do?

Is your company innovative? (equipment, procedures, technology)

Do you have standards set in your company? Are they achievable?

How do you rate your work-time balance?

Is the company accommodating when you are caring for a child or loved one?

To what extent are you confident in your job?

How stable is your position?

Are you satisfied with the shift work?

Do you think your company is in good financial shape?

Price

What are your employee benefits?

Financial rewards (thirteenth salary, bonuses, rewards…)

Do you understand what your 13th salary is for?

Do you understand what your bonuses and rewards are for?

Is their amount transparent to you?

Non-financial rewards (healthcare, education, extra vacation, sports season tickets, praise, promotion…)

Promotion

How does a superior communicate with a subordinate? (tools, means)

Who?

How?

By what language resources?

In what form?

By what tools?

Does your company have a mission and vision?

How do you communicate your company externally?

Are you trained on how to communicate?

How do you rate your company overall?

Are you satisfied with your company?

Place

Are you satisfied with the location of your workplace?

What are the workplace relationships like?

What is the workplace equipment like?

What are your facilities like? Are you satisfied with them?

Do you think your company is in good financial shape?

Do you use new technologies?