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Authentic Femvertising, Workplace Spirituality and Ethical Employer Branding: Understanding Generation Z Expectations from Value-Centric Organizations

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Abstract

The modern organisational environment has changed considerably, with younger generations' views of their organisations shifting. Historically, the main emphasis of many organisations was centred on their employer brand image and how it relates to economics, career advancement, and reputation. Today, organisations are viewed through multiple lenses (ethical, social, and values-related), and new studies indicate the emergence of "Authentic Femvertising" (female-targeted marketing/advertising) as a means of signalling organisations' commitment to gender inclusiveness, dignity, diversity, and social responsibility. Additionally, Workplace Spirituality is becoming increasingly important to organisations looking to create work environments that foster emotional connection, compassion and ethical behaviour. This study examined the relationships among Authentic Femvertising, Workplace Spirituality, and Generation Z Value Orientation and Ethical Employer Brand Image within value-centric organisations. A total of 200 Gen Z and Young Millennial participants responded to a perception-based survey. Data interpretation included reliability analysis, descriptive statistics, correlation analysis, and regression modelling, all using an ethics- and spirituality-oriented approach. Results indicated Workplace Spirituality was positively affected (the most) by Ethical Employer Brand Image (and followed by Authentic Femvertising and Generation Z Value Orientation).

Additionally, the study demonstrated that female empowerment-oriented communications contribute positively to employer attraction when perceived as authentic and aligned with the organisation's values rather than as a form of superficial or promotional activism. Overall, the results demonstrate that sustainable employer branding will require an integrated approach that includes both ethical communication and a human-centred workplace culture, along with a spiritually grounded organisational identity. As such, the study advances the existing literature on management ethics and spirituality by providing a unified conceptual model for ethical branding, workplace spirituality, and value-based organisational communication.

Keywords: Authentic Femvertising, Workplace Spirituality, Ethical Employer Branding, Generation Z, Organizational Authenticity, Ethical Communication, Human-Centered Organizations, Value-Centric Organizations, Women Empowerment, Spirituality at Workplace.

Introduction

In the last decade, the modern organisational landscape has experienced unprecedented changes due to a rapidly evolving, socially sensitive, ethically conscious, and value-driven organisational environment. Historically, traditional organisational success measures included profit margins, productivity, and competitive positioning in the marketplace. Today, however, new stakeholders' expectations for organisations include demonstrating accountability for the ethical treatment of employees, employees with disabilities and the

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environment; and providing inclusive work cultures and human-centred leadership. These transformations have dramatically impacted how organisations communicate their values and how employees view their organisations as legitimate places to work.

As a result of these changes, employer branding has emerged as a key strategic tool for organisations to recruit, engage, and retain talented employees. Early employer branding literature focused on compensation structure, status and advancement opportunities as major influences on employee attraction. While compensation and advancement opportunities continue to be viewed as attractive features of employment, many studies conducted over the past two decades suggest that younger generations increasingly view organisations based on a broad array of social and ethical criteria, including inclusive practices, authenticity, sustainability and corporate social responsibility (Cammarota et al., 2023; Vredenburg et al., 2020; Singh et al., 2024).

Additionally, femvertising has transformed the way organisations utilise internal communications and advertising. Femvertising refers to advertisements that empower women, challenge societal norms around gender, and promote inclusivity and equity. Organisations today utilise these forms of communication not only to influence consumer behaviour, but also to develop a socially responsible image. However, some researchers have cautioned about the phenomenon of "woke washing" or symbolic activism (Scalvini, 2021), in which organisations develop narratives promoting feminism or other socially progressive themes without embodying those values in their organisational practices (Sobande, 2019).

Therefore, organisational authenticity has become an increasingly important aspect of ethical branding discourse. Employees and potential employees can distinguish between superficial displays of social communication by organisations and real organisational commitments to values. As such, organisations that develop narratives promoting women's empowerment through advertising without corresponding inclusive hiring practices and fair treatment of employees internally will likely experience decreased credibility with both current and future employees.

Simultaneously with these trends in ethics, workplace spirituality has gained increased academic attention in recent years within organisational behaviour and management research. Workplace spirituality does not necessarily imply religion or rituals; instead, it implies organisational environments that foster compassion, meaningfulness, dignity, emotional connection, inclusiveness and value-driven organisational cultures. Many employees currently seek workplaces that allow them to grow personally and professionally, in work environments that align with their values. Additionally, many studies have demonstrated that workplaces that possess ethical/spiritual climates contribute positively to employee well-being, trust, job satisfaction and organisational commitment (Bai et al., 2023; Srivastava et al., 2024).

The growing importance of workplace spirituality is particularly pertinent for Gen Z and young millennials. Younger generations increasingly place greater emphasis on psychological well-being, inclusivity, ethical conduct, and socially responsible organisational behaviours when assessing employers. Unlike previous generations, which generally placed greater emphasis on economic security alone when assessing employers, current employees desire employers who mirror their individualised ethical orientations and broader social awareness. Accordingly, employer appeal continues to be determined by a variety of factors, including organisational authenticity, emotional value and similarity in values, rather than solely by monetary rewards.

More recently, a growing body of literature documents the phenomenon of brand activism, indicating that companies are increasingly expected to express opinions on contemporary social issues (e.g., gender inequality, diversity/inclusion, and sustainability) (Mukherjee & Althuizen, 2020; Sarkar & Kotler, 2020). However, the impact of such expression will largely depend on the perception of the company's message as authentic/ethical. Both employees/consumers increasingly judge whether an organisation's communication reflects its culture and operational reality.

While the existing bodies of literature on ethical branding, workplace spirituality, and employer branding provide considerable insight into each field individually, little prior research has examined these three fields together within a single conceptual framework. For example, much of the femvertising literature has been studied from either a marketing/consumer behaviour lens. In contrast, workplace spirituality literature has been studied primarily from an organisational behaviour/satisfaction lens. Moreover, most employer branding research has traditionally been centered on attracting/recruiting talent and enhancing organisational reputation rather than exploring the ethics/spirits of an organisation's identity. Thus, there exists a significant theoretical void regarding how authentic communication about women's empowerment affects an organisation's spiritual climate, thereby creating positive employer branding perceptions among younger generations.

This research attempts to bridge the gap between these two areas by examining the relationships among Authentic Femvertising, Workplace Spirituality, and Gen Z Value Orientation that create Ethical Employer Brands for organisations focused on values. In today's authentic employer brands, there has been an alignment between an organisation's outward-facing communications (i.e., its advertising/marketing) and its inward-facing consciousness (i.e., its organisational culture). As such, femvertising is no longer simply a method of communicating with consumers through advertising/marketing; it is now an indicator of an organization's commitment to ethics/authenticity/human-centeredness.

This study contributes to theory by integrating three distinct lines of prior research on ethical branding discourse, workplace spirituality, and employer branding into a single conceptual model. Practitioners/Managers can use the results to understand how their organisations' ethical communication practices and the spiritually grounded nature of their organisational culture interactively influence their ability to attract future/current employees.

Literature Review

Recent changes in how we think about organisational environments have dramatically altered how people view organisational credibility and attractiveness. As contemporary organisations continue to operate in socially conscious environments, they face increased pressure to be ethically responsible, inclusive, and to use their HR practices to demonstrate they are "people-focused." Therefore, today's employers can no longer rely on communication and compensation strategies to recruit and retain talent -- employer branding now encompasses an organisation's authenticity, its ethical awareness, and its adherence to values consistent with those of society.

As the literature shows, Generation Z employees increasingly prefer organisations that exhibit inclusivity, sustainability and ethical responsibility in their culture and communication. Rzemieniak and Wawer (2021), for example, noted that employer branding that incorporates elements of sustainable development will increase an organisation's attractiveness to Gen Zs, especially

females. Furthermore, Rzemieniak and Wawer (2021) stated that there is a strong association between Gen Z's views of legitimate organisations and organisations that practice socially responsible behaviour, and their perception of organisations as having a value orientation.

Additionally, recent studies suggest that contemporary employees judge organisations using a broader range of criteria than just monetary rewards. Research into what GenZs look for in their future places of employment suggests that GenZs want to be part of organisations that display authenticity, provide meaningful work, are inclusive and provide a sense of emotional well-being (Pham & Tran, 2021; Srivastava et al., 2025). Collectively, this research supports the claim that employer branding has evolved into a multidimensional construct closely tied to an organisation's values and ethical identity.

In addition to these trends in employer branding, another trend in the organisational landscape is the emergence of "femvertising" as an important vehicle through which organisations communicate messages of women's empowerment, challenge traditional gender stereotypes and create positive images of organisations. Early advertising literature focused almost exclusively on persuasion techniques to influence consumer behaviour; however, recent research on femvertising emphasises authenticity, social responsibility, and ethics. Additionally, recent studies that examine the effects of femvertising on Gen Z consumers find that communication related to empowering women positively impacts consumers' perceptions of organisations, their willingness to make purchases from those organisations, and the degree to which consumers develop emotional trust toward those organisations when they perceive that communication as being authentic and socially meaningful (Klausing, 2024).

At the same time, recent research on femvertising and other forms of purpose-driven branding cautions against the increasing trend of "symbolic activism," or "woke washing." According to Walter (2024), organisations that engage in purpose-driven branding without demonstrating actual alignment with their internal behaviours around that purpose will ultimately lose credibility with their stakeholders. The study concluded that true purpose-driven branding can enhance organisational credibility, while superficial communications about social causes can damage stakeholders' opinions. Given that many contemporary employees and consumers are increasingly sceptical about whether the organisational communications reflect internal organisational values, this issue is particularly salient in the area of femvertising.

Furthermore, Sobande (2019) critically examined the concept of "woke-washing" by identifying some organisations that commodify feminist and social justice discourses solely for marketing purposes -- rather than as evidence of real organisational transformation. Symbolic representations that misrepresent reality can lead to diminished credibility and decreased trust from stakeholders if discrepancies occur between organisational communications and internal workplace behaviours.

More recent literature on brand activism suggests that organisations are increasingly being held accountable for taking a position on significant social issues, including gender equity, diversity, sustainability and social justice. Mukherjee and Althuizen (2020) argue that brand activism can significantly affect organisational legitimacy, as stakeholders view corporate silence on social issues as a sign of ethical apathy. However, the success of brand activism depends on whether stakeholders perceive the message as authentic and aligned with the organisational actions taken.

Recent research on employer branding has also

identified a similar emerging theme regarding authenticity. Younger employees are seeking out organisations that demonstrate an autonomous, supportive culture, ethical leadership and authentic organisational values. Thus, contemporary employer branding is becoming increasingly reliant on organisational credibility, psychological safety, and ethical alignment rather than on prior prestige-oriented recruitment tactics.

Similar to these emerging themes in employer branding, workplace spirituality has also received considerable attention in recent organisational behaviour and management research. Workplace spirituality refers to the organisational culture characteristics of dignity, compassion, meaningfulness, fairness, emotional connection and human-centred leadership. Many contemporary organisations recognise that the emotional and ethical dimensions of workplace culture significantly influence employee well-being and organisational commitment.

Research investigating spiritually grounded workplaces and ethical work environments has shown that workplaces that emphasise the spiritual have a positive effect on employee job satisfaction, emotional well-being, and organisational trust. Bai et al. (2023) found that ethically conscientious workplaces paired with high levels of spiritual intelligence led to greater job satisfaction among female employees and strengthened organisational commitment. Bai et al.'s (2023) findings highlight the need for organisations to incorporate ethical awareness and emotional meaning into their workplace cultures -- particularly regarding creating a woman-friendly work environment.

Younger-generation workplace engagement research has similarly indicated that Generation Z employees prioritise autonomy, meaningful work, inclusiveness, and psychological well-being when assessing organisational environments. Kycia et al. (2021) utilised mathematical modelling to find that emotionally meaningful and purpose-driven work environments had a significant impact on Generation Z's engagement with their workplace and their commitment to the organisation.

Finally, recent literature in organisational behaviour has suggested that employee well-being is becoming more closely linked to broad organisational culture factors, interpersonal relationships within organisations, and the ethical climate within organisations. Research examining workplace well-being has indicated that employees are increasingly expecting organisations to demonstrate empathy, transparency and human-centred management practices -- rather than solely relying on productivity-oriented approaches.

Research has also increasingly investigated the relationship between employer branding and an organisation's values. Contemporary research indicates that developing sustainable development strategies, promoting inclusiveness, and practising socially responsible organisational behaviours all contribute to an organisation's attractiveness to younger generations. Specifically, Generation Z employees assess organisations based on their emotional alignment with the organisation's identity, the organisation's identity as an ethical entity, and the organisation's contributions to society -- rather than solely on financial incentives. Moreover, research suggests that organisations able to integrate value-based organisational identities with authentic communication practices are better positioned to build lasting employer trust and credibility. Therefore, ethical employer branding is developed through the alignment of an organisation's communication practices, workplace culture, and leadership behaviours.

Research Methodology

Research Design

In this study, an empirically based research

approach and a perception-oriented research design were used to assess how the relationships among Authentic Femvertising, Workplace Spirituality, Generation Z's Values, and Ethical Employer Branding are connected within value-focused organisations. In addition to being exploratory and descriptive, the study was primarily descriptive. This is because the study aims to identify how women-empowerment-focused organisational communications and workplace cultures with spiritual bases of belief individually affect attractiveness to employers among contemporary employees and potential future applicants.

As such, a survey-based research methodology (and therefore a quantitative research approach) was chosen, since the study concerns behavioural, ethical, and assessment/evaluation beliefs regarding organisational authenticity and employer brand. Additionally, the use of a quantitative approach allows for a systematic evaluation of relations between variables using statistical analysis and interpretive assessment (Srivastava et al., 2023).

This study has its roots in general philosophy regarding ethical management and workplace spirituality. Thus, the overall methodological approach is a balance of both empirical statistical analyses and humanistic managerial perspectives, which can be applied to studies of ethical management and spirit-centred workplaces.

Nature and Sources of Data

In this research, the study primarily used primary data from employees collected via a structured questionnaire. This is because, as our research is concerned with perceptions regarding ethical employer branding, workplace spirituality and genuine organisational communication, it would be better to collect primary data to measure current attitudes of employees and their values.
Additionally, secondary data has been employed to develop concepts and to complete an extensive literature review. We have undertaken reviews of relevant empirical studies on employer branding, workplace spirituality, ethical communication, femvertising, organisational genuineness, and Gen-Z's workplace requirements, using reputable journals, books, conference documents, and scholarly databases that are indexed in Scopus and peer-reviewed.

Target Population and Sampling Design

The primary target audience of the study included Gen Z and young millennials, in a form of students, early career professionals, and working individuals who are exposed to both digital organisational communication and social media-based advertising.

This population was chosen because of increasing evidence that younger generations are using a wide variety of ethical, emotional, and socially conscious means to evaluate an organisation. As the purpose of the current study is to assess how ethical employer branding and women-empowerment-oriented organisational communications affect perceptions of organisations, it was believed that Gen Z participants would be appropriate, as they tend to have a greater level of awareness of inclusion, diversity, and organisational authenticity.

Purposive sampling, along with convenience and snowball sampling, was used to collect data. Participants were sampled based on their experience with digital advertisements, organisational communication and social media use. A survey was sent out via various forms of online platforms and academic-professional networking sites in order to provide access to a wider participant base and increase the potential number of responses.

Two hundred (200) complete responses were

analysed in the final results, after screening for completeness and consistency.

Instrument Development and Questionnaire Design

Data for this study were obtained through an organised, structured questionnaire developed based on the literature on Authentic Femvertising, Workplace Spirituality, Ethical Employer Branding, and what Generation Z expects in the workplace. The survey included two main parts.

The first part dealt with demographic and other profile-based data (such as gender, age range, education level, job status, years of work experience, and knowledge of empowering ads for women).

The second part contained constructs that were assessed by means of a five-point Likert scale that ranged from:

•Strongly Disagree
•Disagree
•Neutral
•Agree
•Strongly Agree

The questionnaire included statements relating to:
· Authentic Femvertising
· Workplace Spirituality
· Ethical Employer Branding
· Generation Z Value Orientation

The items were framed in a simple and perception-oriented manner to ensure clarity and respondent understanding.

Description of Major Constructs

Authentic Femvertising refers to organisational communication and marketing efforts that authentically support women in promoting their power, inclusion, respect, and gender equity (as opposed to merely symbolic or exploitative commercial "feminist" themes).

It measures how strongly respondents believe the organisation's communication on women's empowerment is valid and based on core values.

Workplace Spirituality relates to work environments, emphasising compassion, dignity, justice, belonging, purposefulness, and emotional connection.

In this research, Workplace Spirituality refers to an organisational culture focused on humanity and ethics, grounded in principles of management practice rather than religion.

Ethical Employer Branding is a perception of organisations as being trustworthy, socially responsible, welcoming and ethically founded.

This construct will measure whether respondents have a positive image of an organisation, reflecting ethical congruence and authenticity in its organisational communications and workplace environment.

Generation Z Value Orientation refers to the tendency of younger adults to judge organisations on ethical, social, and emotional criteria such as environmental sustainability, cultural diversity, inclusivity, fairness, and organisational genuineness.

Pilot Testing and Assessments of Reliability

Prior to conducting a full-scale statistical analysis of the survey data, the survey was pilot tested to assess the clarity and readability of individual items and their internal consistency. A reliability assessment was completed utilising Cronbach's Alpha Coefficients to determine the degree to which each of the major constructs demonstrated

internal consistency and adequate measurement reliability.

Table 1: Reliability Statistics of Major Constructs

Construct	Number of Items	Cronbach's Alpha
Authentic Femvertising	5	0.765
Workplace Spirituality	5	0.859
Ethical Employer Branding	5	0.843
Generation Z Value Orientation	4	0.767

The reliability results confirmed that the questionnaire items consistently measured the intended conceptual dimensions and were therefore suitable for final analysis.

Statistical Tools and Techniques Used

The collected data were coded, tabulated and analysed using appropriate statistical tools. Since the study intended to maintain interpretive balance suitable for management ethics and spirituality-oriented scholarship, the analysis emphasized meaningful interpretation rather than excessive statistical complexity.

The following analytical techniques were employed:

Descriptive Statistics

Used to examine respondent perceptions, construct means and response variability.

Reliability Analysis

Cronbach's Alpha coefficients were computed to assess internal consistency of the constructs.

Correlation Analysis

Pearson correlation analysis was employed to examine the direction and strength of relationships among the constructs.

Multiple Regression Analysis

Regression analysis was conducted to examine the predictive influence of Authentic Femvertising, Workplace Spirituality and Generation Z Value Orientation on Ethical Employer Branding.

The estimated regression equation was represented as:

$$EEB=\beta_0+\beta_1 (AF)+\beta_2 (WS)+\beta_3 (GZVO)+\varepsilon$$

Where: EEB = Ethical Employer Branding , AF = Authentic Femvertising, WS = Workplace Spirituality, GZVO = Generation Z Value Orientation, ε = Error Term

Mediation-Oriented Interpretation

The study also adopted a mediation-oriented interpretive approach to understand whether Workplace Spirituality strengthens the relationship between Authentic Femvertising and Ethical Employer Branding.

Ethical Considerations

Ethical considerations in this study have been preserved throughout the research process. Respondents were provided with voluntary participation in the survey and assurances that their individual data would be used only for educational and research purposes. Anonymity and

confidentiality of respondents have been upheld throughout the analytical process.

Respondents' personal identifying data were not collected, and respondents could withdraw from the data collection process at any time.

Scope of the Study

The primary focus of the study is the perceptions of Generation Z and young Millennial respondents regarding ethical employer branding within the framework of authentic, women-empowerment-oriented organisational communication and workplace spirituality. This study provides additional insight into the evolving literature on management ethics, human-centred organisational culture, and spiritually rooted employer identities. The results of this study can serve as valuable resources for organisations seeking to develop employer branding strategies by ethically communicating with employees, creating inclusive work environments, and implementing value-based organisational processes.

Limitations of the Methodology

Although it provides new knowledge, this study has limitations. Due to the perceptual nature of the responses from a limited number of respondents, the study's conclusions cannot be fully generalised to other demographic or organisational settings. Additionally, since the study utilised respondents' self-perceived opinions, interpretations may be biased by respondents' potential for subjective responses and/or biases when providing their own opinions. Future studies may utilise larger sample sizes, long-term follow-up, and industry-specific comparative studies to enhance empirical generalisability and contribute greater theoretical depth.

Data Analysis and Interpretation

Introduction

To establish the relationship between authentic femvertising, workplace spirituality, Generation Z value orientation and ethical employer branding in a value-driven organizational environment. An analysis was conducted using survey data from 200 respondents, including both Gen Z and young millennials. As the study is positioned at the convergence of management, ethics, spirituality, and organizational identity, the study's analytic structure was developed using an interpretative/narrative model rather than an overly formalized/technical modelling process.

Over the past decade, employer branding has expanded beyond recruitment communications. It has taken on additional meanings related to an organization's level of authenticity, social accountability, ethical awareness, and diversity and inclusion. Employees today - especially those from younger generations - do not only assess their employers based on salary and career opportunities; they also assess the ethical implications that reside within the organization's culture (and how it communicates its leadership style and communications). In response to this paradigm shift, organizations have begun employing "femvertising" as a marketing strategy, communicating values that empower women, inclusive behaviours, and fair treatment/dignity for all people.

Therefore, this study seeks to investigate whether the use of femvertising provides positive benefits to an employer brand and if Workplace Spirituality serves as a key explanatory factor for understanding how an organization's external communications build credibility internally. Thus, the study's conceptual framework includes reliability testing, descriptive interpretation, correlational assessments, regression analyses, and

mediating interpretations, consistent with an applied management/spirituality-oriented publication format.

Unlike purely technical, quantitative studies, this investigation sought to combine statistically interpreted results with ethical and philosophical perspectives. Therefore, the results were analyzed not only from a behavioural perspective but also from a more comprehensive human-centered management and spiritually inspired organizational identity.

Reliability and Internal Consistency of Constructs

Reliability analysis is required for this study to evaluate the reliability of the latent perceptual constructs, which cannot be directly observed but can only be inferred from several survey questions. These latent constructs include Authentic Femvertising, Workplace Spirituality, Ethical Employer Branding and Generation Z Value Orientation.

To assess the reliability of the constructs in this study, Cronbach's alpha coefficients (Cronbach, 1951) were calculated. The results indicated satisfactory internal consistency across all constructs used in the research. Therefore, since the Cronbach's alpha coefficient exceeded the minimum acceptable level of .70 (Hair et al., 2006), it has been confirmed that the items measuring each construct provided consistent measurement of the underlying conceptual domains.

Table 2: Reliability Statistics of Major Constructs

Construct	Number of Items	Cronbach's Alpha	Interpretation
Authentic Femvertising	5	0.765	Acceptable
Workplace Spirituality	5	0.859	Strong
Ethical Employer Branding	5	0.843	Strong
Generation Z Value Orientation	4	0.767	Acceptable

The reliability coefficients indicated that respondents provided consistent and meaningful interpretations of the questionnaire items; Workplace Spirituality had the highest reliability coefficient, suggesting a high degree of consistency in respondents' understanding of concepts such as compassion, dignity, meaningfulness and inclusivity within organizational environments. Similarly, ethical employer branding demonstrated high reliability, indicating that respondents are increasingly associating the attractiveness of an employer with the organization's ethics, fairness, and social responsibility through communication.
Reliability coefficients are important to this study because they provide validation for the empirical investigation of spirituality-oriented perceptions in organizations using employer branding research methods. Therefore, the results provide a robust foundation for subsequent descriptive and inferential analysis.

Descriptive Analysis of Major Constructs

Descriptive statistics were used to assess respondents' perceptions towards the main constructs of this study. Descriptive statistics used to assess respondents' perceptions of the main constructs include mean values, standard deviations, and the variability of responses to each construct. Descriptive statistics are particularly

relevant when assessing respondents' perceptions of the behavioural and ethical dimensions of organizations.

Table 3: Descriptive Statistics of Major Constructs

Construct	Mean	Standard Deviation	Minimum	Maximum
Authentic Femvertising	3.683	0.738	1.6	5.0
Workplace Spirituality	3.731	0.892	1.0	5.0
Ethical Employer Branding	3.699	0.847	1.2	5.0
Generation Z Value Orientation	3.785	0.789	1.5	5.0

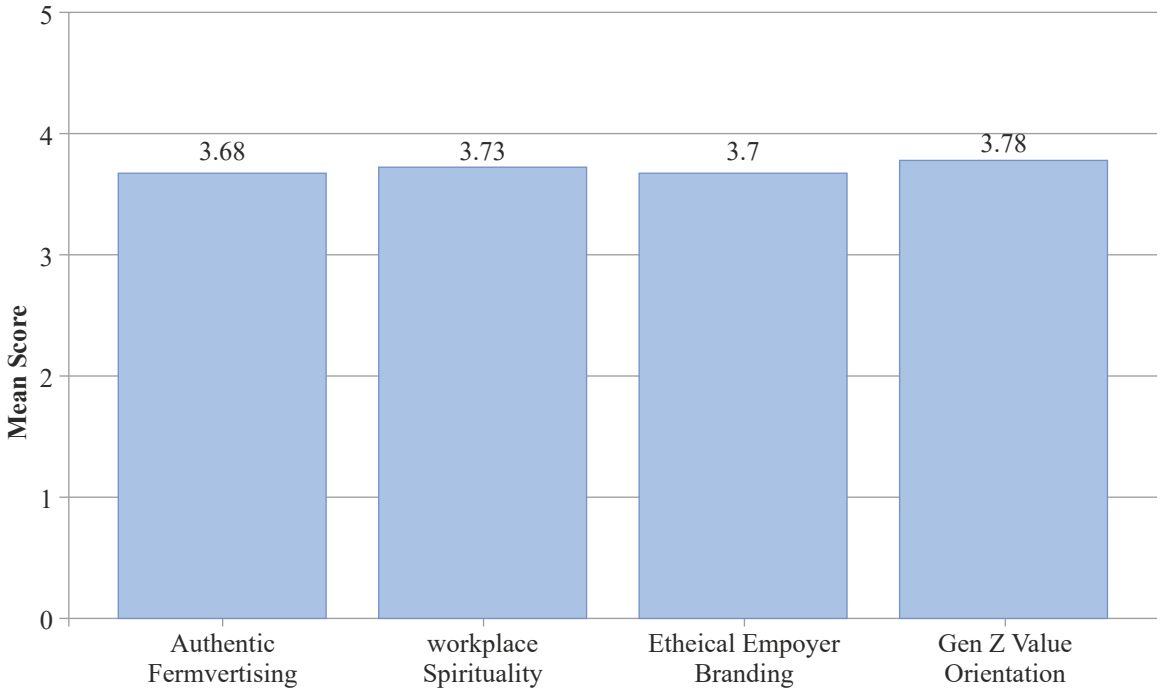


Figure 1: Mean Scores of Major Constructs

The results for the descriptive analysis show an overall positive outlook towards the main dimensions under study. Generation Z Value Orientation had the highest mean of all the variables and shows that younger respondents are using new criteria to assess companies (socially, ethically and inclusively). These findings support recent arguments in the current management literature that Generation Z employees do not just seek transactional work but also want to be emotionally aligned with their organization's values.

Respondents viewed Workplace Spirituality as important. As such, they see workplaces that foster compassion, fairness, dignity, inclusiveness, and a higher sense of purpose as desirable. Overall, this demonstrates a broader cultural shift in what employees expect from employers, toward creating meaningful working conditions with both emotional and moral components.

Ethical Employer Branding was similarly evaluated favorably. These results indicate that, increasingly, the appeal of an employer brand

depends on whether the company engages in ethical dialogue about its social responsibility and has a people-centered organizational culture. Respondents are more willing to believe organizations that engage in fair treatment, inclusivity, and social awareness than those that do not.

Authentic Femvertising likewise had a very positive response. In order for employer branding communications related to gender equality to positively affect an organization's image, these communications need to be seen as sincere/legitimate, and not simply as advertising/sales tactics. It appears as though respondents can differentiate between superficial/feminist advertising and an organization's real values. Therefore, organizations employing femvertising need to make sure that their external communications reflect their organizational culture/internal practices.

Correlation Analysis

Pearson correlation analysis was conducted to examine the nature and direction of relationships among the principal constructs included in the study. Correlation analysis was considered appropriate because the study seeks to understand the degree of association between Authentic Femvertising, Workplace Spirituality, Ethical Employer Branding and Generation Z Value Orientation.

Table 4: Correlation Matrix

Variables	AF	WS	EEB	GZVO
Authentic Femvertising	1.000	0.601	0.560	0.490
Workplace Spirituality	0.601	1.000	0.664	0.532
Ethical Employer Branding	0.560	0.664	1.000	0.488
Generation Z Value Orientation	0.490	0.532	0.488	1.000

Authentic Femvertising shows a strong positive correlation with both Workplace Spirituality and Ethical Employer Branding, suggesting that respondents are more likely to view an organization in a favourable light when its empowerment of women aligns with humanitarian/ethical organizational values.

Workplace Spirituality and Ethical Employer Branding show the strongest positive correlation. This result is especially important, as it indicates that an organization's attractiveness to potential employees will increasingly depend on how committed a is to a humane work environment (dignity, compassion, etc.) rather than purely monetary or symbolic advertising efforts. The researchers observe a connection between emotionally trusting workplaces that value spirituality and increased perceptions of authenticity, justice, emotional connections, and organizational credibility among those being recruited.

The positive correlation found between Generation Z Value Orientation and Ethical Employer Branding also supports the idea that younger generations increasingly place importance on organizations demonstrating social responsibility, inclusivity and ethical practices. Therefore, these results support the overall thesis that employer branding today is largely related to an organization's values-based identity.

Regression Analysis

Multiple regression analysis was employed to

examine the predictive influence of Authentic Femvertising, Workplace Spirituality and Generation Z Value Orientation on Ethical Employer Branding. Regression analysis was selected because it enables the researcher to assess the relative contribution of multiple independent variables toward the prediction of a dependent construct.

The estimated regression equation may be represented as:

$$EEB = \beta 0 + \beta 1(AF) + \beta 2(WS) + \beta 3(GZVO) + \varepsilon$$

Where:
EEB = Ethical Employer Branding
AF = Authentic Femvertising
WS = Workplace Spirituality
GZVO = Generation Z Value Orientation
ε = Error Term

Table 5: Regression Model Summary

Statistic	Value
R	0.693
R^2	0.480
Adjusted R^2	0.472
F-statistic	60.236
Significance	0.000

The regression model explains approximately 48 percent of the variation in Ethical Employer Branding, indicating substantial explanatory power for a behavioural and perception-oriented management study. The model significance confirms that the selected independent variables collectively exert meaningful influence upon employer branding perceptions.

Table 6: Regression Coefficients

Predictor Variable	Coefficient (B)	t-value	p-value	Interpretation
Authentic Femvertising	0.232	3.300	0.001	Significant
Workplace Spirituality	0.492	8.722	0.000	Highly Significant
Generation Z Value Orientation	0.130	2.172	0.031	Significant

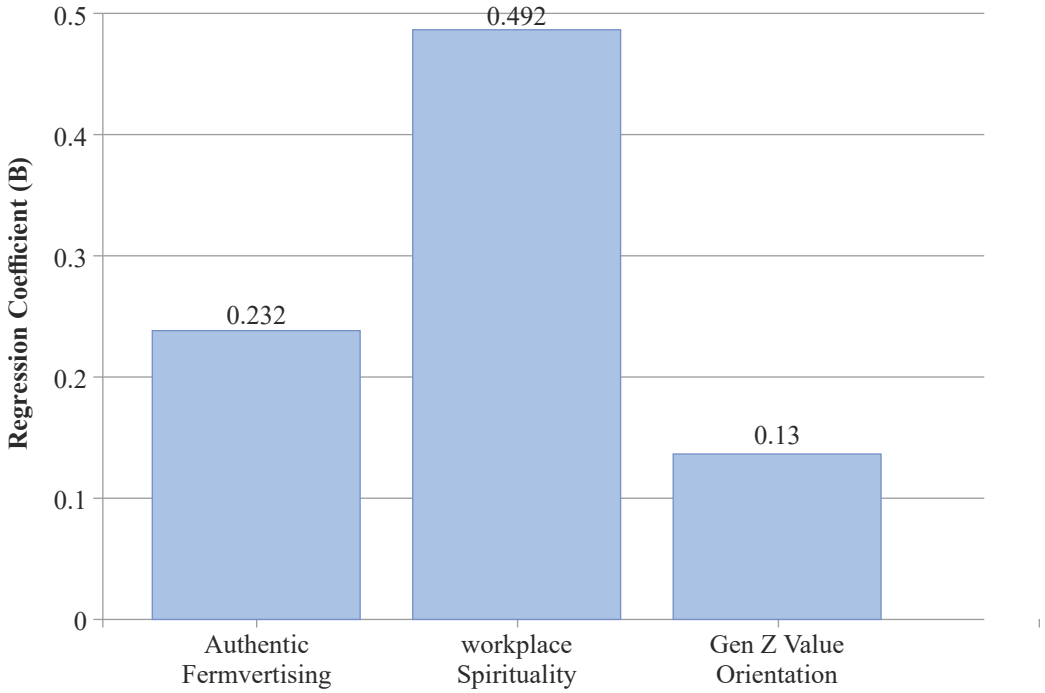


Figure 2: Predictors of Ethical Employer Branding

The results from the regression analysis show that Workplace Spirituality has a very strong relationship with Ethical Employer Branding. These results are especially interesting as they demonstrate a connection between an organization's attractiveness (and ultimately, ability to attract top talent) and its human-centered workplace culture rather than just how the company portrays itself externally through marketing efforts.

Respondents' workplace preferences are driven by compassion, equity/fairness, a sense of purpose/meaningfulness, respect/dignity, and diversity/inclusivity.

Authentic Femvertising also positively influences Ethical Employer Branding. The magnitude of this influence, however, would likely increase in significance if viewed in conjunction with Workplace Spirituality. The data thus indicate that communications about women's empowerment become effective only when communicated through actual organizational consciousness and ethics-based alignment rather than symbolic activist promotional campaigns.

Group-wise Perception Analysis

The study further examined group-wise variations in Ethical Employer Branding perceptions across respondents. Gender-wise analysis was conducted to understand whether differences existed in how male and female respondents evaluated ethical organizational identity and women empowerment communication.



Figure 3: Gender-wise Ethical Employer Branding Perception

There was a moderate consistency in perceptions across groups regarding Ethical Employer Branding. Respondents who were female reported slightly better perceptions of Employer Branding than their male counterparts, suggesting that females may be more sensitive to an organization's demonstration of authenticity, women's empowerment, and ethical communication practices. These results align with prior research suggesting that females have a propensity to judge organizations based on inclusionary factors (i.e., equity, justice, and dignity) rather than solely on economic or material considerations.

Additionally, the overall positive responses from both genders suggest that ethical employer branding, as well as communications regarding women's empowerment, will continue to be viewed by respondents as indicative of organizational maturity, corporate social responsibility, and responsible leadership, rather than as exclusively gender-related issues.

Mediation-Oriented Interpretation of Workplace Spirituality

The study also investigated how Workplace Spirituality would enhance the connection between Authentic Femvertising and Ethical Employer Branding.

Instead of viewing workplace spirituality as a vague idea, the study defined it as a tangible, real experience of working for an organization that provides employees with dignity, inclusivity, fairness, a sense of belonging (emotional connections), and engagement in something meaningful.

Mediation was used in this research to show that the effect of Authentic Femvertising on Ethical Employer Branding will be greater when employees feel that their organization has workplace spirit, and that they are ethically conscious.

In short, femvertising can generate symbolic interest and awareness, but workplace spirituality

can transform symbolic messages into employee trust and employer credibility.

This finding suggests that companies cannot simply create and run public relations campaigns or employ activist marketing strategies to achieve authentic employer branding. Rather, companies need to create internal workplaces that reflect the values communicated through advertising.

Therefore, the results indicate that true employer branding occurs not solely through public statements from a company's PR department, but also through organizational values expressed through leadership behaviour and employee experiences at work.

Interpretive Discussion of Findings

Research in this area has found a significant shift in what younger generations find most important for an organization's attractiveness. Historically, traditional employer branding was primarily based on compensation, status/prestige, job security/advancement opportunities, etc. In contrast, today's research found that many employees are seeking organizations that offer both ethics and a values-based identity, as well as emotionally meaningful connections.

A strong link to Workplace Spirituality in this Study shows that today's organizational legitimacy is increasingly tied to an organization's demonstration of its humanity (i.e., demonstrated dignity, compassion, and ethics). The Study's data shows that those who view an organization as being spiritually grounded have a higher perception of trustworthiness, inclusiveness, and social responsibility toward all stakeholders. As such, Humanistic Management is increasingly adopted by many contemporary organizations.

Similarly, Positive associations were found with authentic Femvertising communications; this finding suggests that when female empowerment communications are viewed as sincere/genuine vs simply "performative", they contribute positively to employer brand perceptions. Furthermore, the Study found that respondents are extremely responsive to the authenticity of organizational messaging/narratives. Therefore, organizations using Femvertising should ensure their communications demonstrate real workplace commitment to gender inclusion, diversity, and employee well-being.

The Study further found that Gen Z functionally acts as a Value-Conscious Stakeholder Group. Younger Generations are no longer evaluating organizations solely through Economic or Functional lenses, but are seeking organizations that support their Personal Values Orientation and Social Consciousness.

In summary, the research identified that Ethical Employer Branding is derived from the interplay of:

- Authenticity in social communications
- Spiritual organizational cultures
- Value orientations held by employees

Organizations successfully integrating these elements can develop a more legitimate, compassionate and ethically relevant employer identity.

Concluding Interpretation

The study indicates that Authentic Femvertising will positively impact Ethical Employer Branding for organizations perceived as spiritually rooted and value-driven. Workplace Spirituality was found to be the strongest predictor of how attractive employers believe organizations to be, as these variable measures whether an individual views an organization's workplace as respectful of his/her individual dignity, fair and inclusive, and

purposeful. Thus, the results support the general proposition that ethical employer branding is a function of more than merely symbolic communication; rather, it is a function of alignment between what is communicated externally about an organization and the organization's awareness or "consciousness". Therefore, Authentic Femvertising represents more than a marketing tool; it serves as a moral and spiritual indication of an organization's sincerity and integrity.

As a result of these findings, the research adds to the developing body of knowledge on both management ethics and workplace spirituality by identifying organizations that have successfully combined authenticity, gender sensitivity, and humanity-centered workplace values into their organizational culture, resulting in increased levels of employer trust and long-term legitimacy.

Conclusion

Authentic Femvertising helps create ethical employer branding when workplace spirituality aligns with Gen Z's value orientation. Ethical employer branding now includes values such as dignity, fairness, compassion and social responsibility. With Gen Z increasingly focusing on these values, it shows that employer branding is moving from being about making a visual statement or brand image to developing trust and authenticity.

The results also show that workplace spirituality plays a big role in how authentic femvertising influences ethical employer branding. The fact that this study found that organisations can effectively use symbolic female empowerment advertising to promote the values they want to uphold provides evidence for the idea that organisations should aim to foster an atmosphere of authenticity.

A key takeaway from the research is that organisations should not treat employer branding as just another marketing strategy. Organisations should aim to build a workplace environment grounded in inclusive leadership, compassion, a meaningful employee experience, and socially responsible values.

To date, employer branding has typically been researched using three different frames, including but not limited to (1) communication effectiveness, (2) recruitment outcomes and (3) corporate reputation. The current study extends the existing literature by demonstrating that ethically and spiritually oriented organizational values affect employers' attractiveness in today's marketplace. Additionally, the study provides philosophical support for the view that organizations are more than mere economic entities. Organizations possess social and moral characteristics and employees expect them to act with both ethical and social responsibility."

"One limitation of the study is that data collection occurred via surveys completed by a limited number of participants (primarily Gen Z) to assess their perceptions of the relationships between the variables under investigation. Therefore, the generalizability of the findings is limited. Future studies could collect larger samples across multiple industries and countries to provide additional insight into how ethical employer branding is perceived worldwide. Future longitudinal research will help determine if changes in ethical employer branding occur over time due to organizational actions and changing societal norms."

"In addition to investigating the relationship between workplace spirituality and employee attitudes/behaviours (i.e., employee engagement, organizational commitment, job satisfaction), future research could investigate additional relationships, including authentic leadership, emotional intelligence, organizational justice and psychological safety, to further understand the concept of spirituality in organizations." "As stated

above, the findings of this study suggest that contemporary organizations seeking long-term sustainability will need to transform their employer branding efforts to include more than just image building. They will need to build atmospheres of Trust and authenticity based on shared values of ethics, compassion, inclusivity and fairness." "Organizations interested in developing a stronger ethical employer brand will need to take a holistic approach to doing so. Developing a workplace spirit requires intentional effort from senior leaders. It also requires a willingness to listen to employee feedback on which behaviours and practices would contribute to a sense of community and belonging at work. As organizations strive to develop workplaces where employees feel valued, respected and supported, they will establish a foundation for a strong ethical employer brand that attracts top talent. Ethics, as demonstrated in this study, is one of the major drivers of the Generation Z workforce. When a company exhibits ethics in every aspect of business operations and communications, it builds Trust with customers, employees, partners, etc. Trust leads to loyalty and ultimately to customer retention. A loyal customer will continue to purchase products/services repeatedly, leading to increased revenue and profits for the organization. Ethics is also one of the main factors that attracts new customers. Customers are looking for companies that share their values. When a company shows its values through its actions and communications, it develops Trust with potential customers." "Workplace Spirituality can make a difference in attracting top talent. When employees see that their organization cares about the overall well-being of each employee, it creates a positive work environment and makes employees want to come to work. With happy employees come happy customers. Happy customers are more likely to refer your company to friends/family, which can grow your customer base and increase revenue/profits." "This study supports previous research suggesting that Generation Z will require more than just financial compensation to remain employed in a particular organization. To retain employees from this age group, organizations must develop a workplace environment that includes opportunities for growth and development (e.g., training programs), flexible scheduling options (e.g., telecommuting), wellness programs (e.g., fitness classes, mental health days off), work-life balance opportunities (e.g., flexible hours), diverse and inclusive working environments (e.g., cultural events celebrating holidays outside of Western holidays).

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