Organizational Brand of a Military Institution

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Abstract

This study conceptualized organizational brand as a package of instrumental and symbolic attributes. This framework was used to formulate hypotheses to examine the brand of the Philippine Military Academy in terms of its attractiveness. The relative importance of instrumental and symbolic brand beliefs were examined across different groups of actual applicants: those who live most of their civilian life in rural country side and urban city. This study aims to contribute to an increased knowledge of the factors influencing organizational attraction and adds a new marketing-based angle in the recruitment process and retention of military personnel. Results show that a combination of instrumental and symbolic attributes determines the brand of the Philippine Military Academy. The study revealed that perceptions on instrumental and symbolic attributes of the Philippine Military Academy do not make the academy more or less attractive for applicants from rural country side and from urban cities because the differences of applicant's perceptions are not significant.

*Keywords***:** brand, instrumental, symbolic, recruitment, retention

Introduction

The Armed Forces of the Philippines are increasingly facing difficulties in attracting quality applicants and retaining the required number of new recruits. It has become increasingly important for the Armed Forces to stand out from other institutions that also provide scholarships. Early impressions of organization are strong predictors of applicants' attraction, which in turn is related to applicants' job acceptance decisions (Lievens, F, Hoye, GV and Schreurs, B., 2005). The impressions that potential applicants have about the organization have also been referred to as the image of the organization (Cable, D.M. & Graham, M.E. (2000). Organizational image consists of the beliefs that people hold about the organization (beliefs about objective aspects of the organization, such as historical information). There is general awareness of military organizations; however, this awareness is not always positive or accurate. In order to promote an accurate image of an organization, there has been a rapid growth in the improvement of organizational brand. Brand takes on a life of its own; it becomes a driver of satisfaction and loyalty. It can be a significant

differentiating factor among organizations competing for job applicants (Johansen, D. 2004). Hence, the researcher would like to know the image of the Philippine Military Academy by examining the relative importance of the different aspects of organization brand beliefs. In addition to this, the researcher would like to determine how to improve the image of a military school in order to promote an organizational brand that is attractive to potential applicants and to the entire nation.

Branding has emerged as a top management priority in the last decade due to the growing realization that brands are among the most valuable intangible assets that firms have. In today's world, the biggest distinction between two organizations or two products is the brands that represent them. Typical advertising techniques are no longer sufficient to promote an organization, instead branding has evolved as differentiator among competitors.

Branding is commonly mistaken as advertising, which ironically is very much a major part of the branding process. Organizational branding is far more than the tactical application of a logo or trademark to a company's packaging or communication. In its broadest sense, branding is a process, an ongoing practice where all the tangible and intangible elements that constitute a company's image and reputation are organized and communicated. Branding is an essential part of the company; in fact, it's interwoven into the company's heart and foundation of its identity. Identity and advertising are interwoven into branding, but are used as vehicles to illustrate a specific brand and to communicate its message to a target audience. Identity and advertising becomes a channel which allows its audience to interpret the brand's message, purpose, value and worth.

A brand is the unified symbol that gives meaning to all services or products a corporation provides. As Amazon CEO Jim Bezos once said, "A brand is what people say about you when you leave the room." Organizational brand is more than a one- way description of "what it's like to work in that organization." It's a multidimensional conversation among the company's leadership, employees, stakeholders, alumni, and even outsiders such as the press, bloggers, and anyone else who has an opinion. The organizational brand includes: a description of company culture, news reports about the company, both good and bad, word of mouth statements about the company, and a description of the company's future. A brand is to a company while a personality is to a person (Johansen, D. , 2004).

The Philippine Military Academy aims to attract and recruit not only quantity but also quality cadet applicants. In order for the organization to reach out to their preferred candidates of choice, it is important to understand what attracts, drives, and motivates a person's career choice decision.

The current study focuses on the image audit of organizational brand. Therefore, the purpose of this study is to investigate perceptions on the brand or

organizational image of the Philippine Military Academy in terms of its attractiveness. The relative importance of the perceptions on organization brand beliefs, instrumental and symbolic attributes, among actual applicants are examined to determine the organization's brand. Further, the study audits the attributes that make the military school an attractive institution and should be promoted to enhance attractiveness in order to differentiate the institution from other companies in the minds of applicants. This study aims to contribute to an increased knowledge of the factors influencing organizational attraction, hence, adds a new marketing-based angle to the study of the attractiveness of organizations in the early stages of recruitment process.

This study is situated specifically in the Philippine Military Academy because the institution is the training ground of future leaders and military officers. Results of the study could lead to implications on the recruitment of applicants and retention of military personnel because the Philippine Military Academy faces both recruitment and retention challenges.

In this study, the researcher proposes to use the instrumental-symbolic framework (Lievens, F. and Highhouse, S.,2003) to conceptualize the key dimensions of an organization's brand, to increase the understanding of the image that organizations have, and to formulate hypothesis about factors affecting the attractiveness of an organization. The basic premise of this framework is that factors determining the perceived attractiveness of an organization encompass both *instrumental attributes* such as concrete job and organizational factors, and *symbolic attributes* such as the applicant imagery in the form of trait inferences about organizations.

Theoretical Background

Organizations are aware that in order to succeed in such a globalized world they have to sell their best image to the rest of the world. A good promotion of their image or the so-called brand of organization will be necessary in order to achieve this goal. Brand is indeed important for all organizations wanting to create attractiveness.

Organizational Brand

Hatch and Schultz [Hatch, M.J. and Schultz, M.(2002).] make the argument that organizational identity refers broadly to what members perceive, feel, and think about their organizations. As such organizational identity can be described as collective, commonly-shared understanding of the organization's distinctive values and c haracteristics. The identity of an organization builds up the organizational brand. In order to build meaningful relationships between an organization and its surroundings, brand is increasingly being used in a market management strategy among organizations (Andersen, H.C.,2008).

Organizational branding is therefore concerned with building an image in the minds of its personnel, stakeholders, and potential applicants of the organization, the

taxpayers, and the entire nation (Ewing, et. al. (2002). Hoye and Saks (2011) defined organizational image as "the way the organization is perceived by individuals. It is a loose structure of knowledge, belief, and feelings about an organization." Organizational image refers to people's perceptions of what is distinctive, central, and enduring about the organization. Various organizational images exist, as different stakeholders such as job seekers, employees, and shareholders are likely to have a different view on what constitutes the organization [Hoye, GV and Saks, AM (2011).]. Therefore, the terms brand and image of an organization is used interchangeably in this paper.

Instrumental and Symbolic Framework

The definition of organizational brand is consistent with categorizations of brand concepts in the brand management literature. Early impressions of an organization's brand have been found to be related to initial attractions to organizations. Brand image is decomposed into the product's functional attributes and the product's symbolic meanings. More recent definitions also conceptualized brand image as a summary construct of a product's functions and the meanings associated with it. Park, Jaworski and MacInnis [Hoye, GV and Saks, AM (2011).] divided brands in three categories on the basis of the consumer needs they fulfill: (a) functional needs, (b) symbolic needs, and (c) experiential needs. Keller [Keller, K.L.(1993).] defined brand as the perceptions to the product-related/non-product related attributes. In a similar vein, Lievens and Highhouse [Lievens, F. and Highhouse, S.(2003).] referred to service brand as the functional consequence and the symbolic meanings that consumers associated with a service. In other words, the foundation of the brand construct seems to be that consumers associated both instrumental functions and symbolic meanings with brand. A related study made by Fahri Apaydan (2011) entitled "A Proposed Model of Antecedents and Outcomes of Brand Orientation for Nonprofit Sector" presents how brands function and how are they classified in two—brands containing functional attributes (what the brand does) and brands containing symbolic values (what the brand represents). The study concludes that brands serve an important purpose for nonprofit organizations. Brands develop positive associations related with nonprofit brand in the minds of the customers, therefore, creating a wider scope of acceptance of products and services and also protecting a nonprofit organization from tough competition. Furthermore, strong brands also function as bases to create new programs and services that will serve the needy. Creating strong brands, nonprofit organizations enjoy the advantage of getting higher support from the stake holders and are able to deliver their services and products to the public, which will contribute to the achievement of organizational mission. Organizational brands are leverage for the organizations as stakeholders become familiar with them and establish knowledge about them. By building brands, nonprofit organizations develop and create favorable associations about themselves in the knowledge structure of the people. Strong brands facilitate people's judgment about the nonprofit organization in a positive way as they build links in people's minds about organization with the desirable associations that already exist.

Previous researches successfully applied the instrumental-symbolic framework for studying organizational brand, hence, the researcher was encourage to design a study that intends to answer the question: "*Which of the attributes, whether symbolic or instrumental, will determine the brand or image of the Philippine Military Academy*?

To address this question, the researcher would like to examine the relative importance of instrumental and symbolic organizational brand beliefs across different groups of individuals: actual applicants for cadetship from rural country side and from urban city.   Given the theoretical evidence about the instrumental and symbolic framework, the researcher formulates the following hypothesis.

Hypothesis 1:   The instrumental and symbolic attributes determine the brand of the Philippine Military Academy.

Functional or instrumental functions correspond to product related attributes. Applied to an organization's image, Lievens, Hoye and Schreurs (2005) refer to many job and organizational characteristics as instrumental attributes because they describe the job or organization in terms of objective, concrete, and factual attributes that a job or an organization either has or does not have. People's attraction to these instrumental attributes relates to their utilitarian need to maximize benefits and minimize costs (Hoye, GV and Saks, AM, 2011). Organizational attraction is influenced by applicants' perceptions of job or organizational characteristics such as pay, job security, and opportunities for advancement, location, career program, or organizational structure. Previous research by Lievens, Hoye, and Schreurs, (2005) examined a broad set of instrumental and symbolic factors that might make the Armed Forces an attractive employer among applicants.   The result was that perceptions of instrumental image dimensions such as social/team activities and task diversity are significantly related to the Armed Forces' attractiveness. There were only two of the instrumental attributes that emerged as significant predictors of Lievens' et al. study. The results of their study corroborate previous studies (Cable, D.M. & Graham, M.E. , 2000. , (Lievens, F. and Highhouse, S.(2003), ([Turban, D.B.,2001) showing that applicants' perceptions of job and organizational attributes are important in early impressions of an organization.

From the related studies made particularly in military context, the researcher would like to have a more extensive outcome of the present study to further support the above stated question by confirming if perceptions of job and organizational attributes will play a significant role in the people's attraction to a military organization in the Philippines. The researcher would like to address the specific question: "*Will the instrumental attributes make the organization more attractive for people in rural country side than those in urban city?*"

The researcher proposes the following hypothesis:

Hypothesis 2a: Perceptions on instrumental attributes of the Philippine Military Academy make the Academy more attractive for applicants from rural country side.
Hypothesis 2b: Perceptions on instrumental attributes of the Philippine Military Academy make the Academy less attractive for applicants from urban city.

Symbolic meanings correspond to non-product related attributes, especially to user imagery (Keller, K.L., 1993). Organizational images are also determined by the symbolic meanings that people associate with the organization (Lievens, F. and Highhouse, S., 2003). Symbolic image dimensions refer to trait inferences about organizations. These trait inferences are different from the aforementioned job and organizational information for two reasons. First, it describes the organization in terms of subjective, abstract, and intangible traits. Second, they convey symbolic company information in the form of imagery that people assign to organizations (Lievens, F. and Highhouse, S.,2003). In other words, symbolic meanings accrue from how people perceive the organization and make inferences about it rather than what they think an organization actually involves (Lievens, F, Hoye, GV and Schreurs, B., 2005). People are attracted to these symbolic traits because they enable them to maintain their self- identity, to enhance their self-image, and to express themselves (Dutton JE, Dukerich JM, Harquail CV, 1994), (Shavitt, S., 1990). Sincerity, competence, and prestige are examples of symbolic image dimensions.

Brands have symbolic function because consumers tend to associate human traits with brands just as they assign human traits to themselves (Lievens, F. and Highhouse, S., 2003). Results of a comprehensive study by Aaker, J.L.(1997) show that the symbolic use of brands (in terms of the human traits associated with them) could be represented by five broad factors: sincerity, excitement, competence, sophistication, and ruggedness. Three of these factors (sincerity, excitement, and competence) are similar to the five-factor model underlying human personality. Sincerity denoted traits related to warmth, acceptance, and honesty and therefore was conceptually related to agreeableness, excitement encapsulated traits described as trendy, spirited, and imaginative. This dimension captured the energy and activity elements of extraversion. As a third broad factor, competence was typified by traits referred to as reliable, secure, and successful. Hence, similar to consciousness, these dimensions denoted dependability and achievement.

The two remaining factors, namely sophistication (characterized by traits such as upper- class and prestigious) and ruggedness (represented by traits such as masculine and tough) are different from the five-factor model underlying human personality. According to Aaker, J.L.(1997),these latter traits capture more images associated with wealth and status, and individualism.

Other related studies to highlight perceptions on symbolic traits are the values a certain military academy carries. Military academy emphasizes the core values of its

honor code. John M. Thornton and Bonita K. Peterson (2005) made a study on the academic behavior of military academy students. The result of the study was that military academy students were much more likely to perceive academic behavior as unethical compared to other college students, especially, when it directly violated their core values. However, when academic behavior did not directly violate the academy's core values, students' perceptions about the behavior are ethical. Similar study made by Hinrich about organizations and society are concerned about unethical behavior. One type of unethical behavior is crimes of obedience, where followers are influenced by a leader to engage in behavior they would otherwise consider unethical. Hinrich proposes that people who see themselves as leadership material and hold leaders in high esteem are more likely to view leaders as having more responsibility for ethical decisions and behaviors than followers. Consequently, such persons when placed in a follower position may be more susceptible to commit crimes of obedience through the process of moral disengagement by displacing responsibility for their behavior onto the leader. Will these perceptions about symbolic traits of military students and leaders affect the attractiveness of the organization to where they belong?

In view of the above research findings, the researcher would like to confirm if symbolic trait inferences about military organization in the Philippines are related to its attractiveness by addressing the following question: "*Will the symbolic trait inferences make the organization more attractive for people in urban city than those in rural country side,?*".

On the basis of the symbolic attributes, the researcher expects that symbolic trait inferences make the brand of the organization. This assumption is reflected in the following hypothesis.

Hypothesis 3a: Symbolic trait inferences about the Philippine Military Academy make the Academy more attractive for applicants from urban city
Hypothesis 3b: Symbolic trait inferences about the Philippine Military Academy make the Academy less attractive for applicants from rural country side.

The results of the present study will allow the researcher to develop recommendations on what attributes or characteristics should the Philippine Military Academy promote to enhance its attractiveness. This study has key practical ramifications because knowledge of the primary dimensions of the Armed Forces' image is a prerequisite for understanding how, when, or why military recruitment practices work. Indeed as the military is well known to the general population and often receives negative publicity, military marketing and advertising campaigns have to work even harder than those of other organizations and the results of the study will be recommended to add a new marketing-based angle for recruitment process and be able to attract and recruit not only quantity but also quality cadet applicants.

Generally, the study is designed to audit the perceive importance of the attributes that makes the Philippine Military Academy attractive to determine the organization's brand, whether instrumental or symbolic attributes. The researcher is guided by the conceptual paradigm adapted from Smeyers, L. (2010). but modified by the researcher as shown:
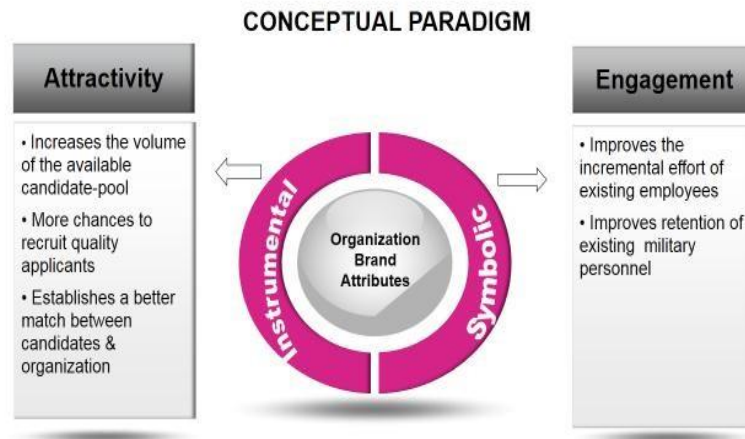

Figure 1 Modified Smeyers (2010) Organization Brand
Model

The model in Figure 1 illustrates the organization brand that comprises the instrumental and symbolic attributes. Education, job security, structure, pay and benefits, advancement, travel opportunities, and physical activities are categorized under the instrumental (*also called functional*) attributes. Instrumental attributes are ways to flourish life on earth – that is, achieving physical, mental, and social well-being. Sincerity, competence, prestige, ruggedness, and excitement, on the other hand, are categorized under the symbolic attributes.

The strength of attractiveness or relative importance of either instrumental or symbolic attributes determines the brand of the organization. Communicating the brand and enhancement of attributes that makes the organization attractive increases the volume of the available candidate-pool, provide more chances to recruit quality applicants, and establish a better match between candidates and organization. Furthermore, engagement on the brand of the organization improves the incremental effort of existing military personnel and also increases retention of existing military officers.

Methods

The methodology of the study provided an overview of research design: the sampling procedure which includes the participants, place and time of the study and the measures which explains the methods and instruments used to collect data.

Sampling Procedure

The sample consisted of actual PMA applicants for cadetship to be trained as future leaders of the Armed Forces and having some basic level of awareness about the organization. The sample size was classified as rural country side or urban city representing the place where the applicant spent most of his/her civilian life. The researcher ensured that a relatively small sample provided an accurate representative of these subgroups.

From a respondent population of one thousand one hundred twenty (1,120), the researcher was able to float the questionnaire to five hundred twenty eight (528) respondents. The sample size is represented by the two subgroups shown in Table 1. Unfortunately, there were twenty nine (29) among the respondents who failed to answer the place they spent most of their civilian life

Table 1: Representation of Respondents

	Total No. of	No. of Responden	Percent from
Rural Countr	518	283	54.63%
Urban City	602	216	35.88%

Measures

Job and Organizational Characteristics

Brand is defined as consumer perceptions of an image and is measured as the brand associations held in consumers' memory. To measure brand is to either use or adapt an existing list of brand associations or start from scratch by eliciting brand associations and then measuring the strength of these associations (Chandon, P., 2004).

As it is important to ensure that relevant job and organizational attributes are included in the main study, the researcher used an inductive strategy for identifying job and organizational attributes related to the attractiveness of the Philippine Military Academy. A pre-survey was made in examining reasons for joining the Philippine Military Academy. The participants of the pre-survey were composed of 107 second year cadets who were not included in the samples of the main study. The primary reasons per interviewee were extracted from the questionnaire. The reasons were classified whether instrumental or symbolic attributes.

Symbolic Characteristics of the Military

As noted earlier, symbolic attributes are in the form of trait inferences thatr are linked to people's need to maintain their self-identity, enhance their self-image or pronounce self-expression. Symbolic benefits are related to how people (particularly actual applicants and military personnel) will be attracted to a firm based on the extent to which they believe that the firm possesses the desired employee related attributes and the relative importance they place on those attributes.

Symbolic characteristics about the military were measured with an instrument previously developed by Lievens *et al.* [Lievens, F, Hoye, GV and Schreurs, B.(2005).]. Specifically, in a study on the attractiveness of the military as an employer, Lievens [Lievens, F, Hoye, GV and Schreurs, B.(2005). adapted Aaker's (Field, A., 2000) instruments for measuring symbolic attributes related to brands to fit the military context. Jennifer Aaker's (Field, A. , 2000) academic research gives a set of adjectives that can be used to describe the personality of a brand much like the personality of an individual. Symbolic use of brands (in terms of the human traits associated with them), could be represented by five broad dimensions of brand personality. These are sincerity, excitement, competence, sophistication (or Prestige), and ruggedness. Aaker distinguished two or more adjectives measuring each dimension that can be used to describe the personality of the armed forces: *Sincerity* (i.e. honest, sincere, down to earth, and wholesome), *Excitement* (i.e. daring, exciting, and thrilling), *Competence* (i.e. reliable, intelligent, and successful), *Prestige* (i.e. high status, highly regarded, well respected), and *ruggedness* (i.e. tough, rugged, masculine).

The study aims to measure brand by measuring the relative importance and strength of the brand associations (instrumental and symbolic attributes). To measure its relative importance, the statistical tool used is the factor analysis. Factor analysis is multivariate statistical method used to identify common underlying variables called factors within a larger set of measures. Basically, factor analysis determines which variables or group of variables go together. It is a statistical technique used to verify the factor structure of a set of observed variables.

A factor is a group of related variables representing an underlying domain or theme. Factors are indicated by covariances among two or more variables. As variables are reduced to factors by inter-item correlational statistical analysis, relationships between the factors begin to emerge in the variables they represent. The observed variables are then modeled as linear combinations of the factors (Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. , 1995). Factor analysis also determines which among the factors and its variables dominate the variability of the data, that is, it identifies the factors and group of variables which explains most of the variability of the data. The results of the analysis represent the most variability of data in a descending order of hierarchy.

Factor analysis was performed on the data with 528 original respondents but with only 499 respondents retained due to missing data. Listwise exclusion was used to eliminate respondents with at least one missing data from the analysis. Kaiser-Mayer Olkin test and Bartlett's test for sphericity were used to determine the adequacy of the remaining number of samples to justify factor analysis. Table 2 shows the analysis on the adequacy of the number of samples per variable yielded a Kaiser-Mayer Olkin Test of 0.958 above the recommended value of .6 suggesting that the number of samples per variable is more than adequate for factor analysis (Field, A. , 2000).

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Adequacy	Barlett's Test Sphericity		
	Approx. Chi	*df*	Sig.
.958	13292.54	1225	.0000

Results of Barlett's test of sphericity showed that the correlation matrix is not an identiy matrix (p=0.000,.0.05). This results suggested that there were enough number of correlated variables to justify factor extraction procedures. The communalities were all above .3 confirming that each item shared some common variance with other items. Given these overall indicators, factor analysis was conducted in all 50 items.
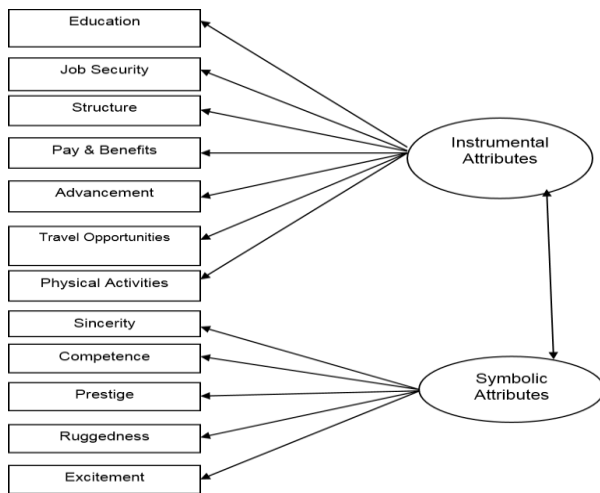
Figure *2:* Factor Analysis Diagram

The researcher used factor analysis model because the primary objective of factor analysis determines the ability of a predefined factor model to fit an observed set of data, wherein each indicator variable (item) is specified to load only on the latent variable it is purported to measure. . Figure. 2 shows a factor analysis diagram presuming how it will load the different items used in the survey questionnaire to fit an observed set of data. Factor Analysis was used to identify the dominant variable/s that explains attractiveness of the organization.

Another statistical tool used to test the hypotheses about the difference of two means is the one-tailed-test to support the second and third hypothesis. The t-test assesses whether the means of two groups (respondents from rural country side and urban city) are statistically different from each other.

Results and Discussion

The researcher examined the relative importance of the dimensions on organizational attractiveness to determine the image or brand of the Philippine Military Academy.

All variables are correlated in determining the Armed Forces' attractiveness. Preliminary bivariate correlation analysis between the variables reveals high correlation on many of the variables which justifies the conduct of factor analysis. Fifty (50) questions relating to perceptions on the brand or image of Philippine Military Academy in terms of its attractiveness were factor analyzed using principal component analysis with Varimax (orthogonal) rotation.

Table 3.1 to 3.3 shows variables (called factors) or group of variables that go or fit together. The factor loadings and group of variables explains which among the variables are dominantly attractive in determining the image or the brand of a military organization represented by Philippine Military Academy. Factor extraction procedure with Kaiser's criterion yielded 8 factor constructs. Results of the factor extraction using the Scree-plot criterion) also reveals that eight factors were extracted. However, the researcher will focus on the first three factors that are dominantly attractive.

Table 3.1: Descriptions of Variables with its Factor Loadings and Percent of Variance Explained

Instrumental and Symbolic Attributes**	Factor Loadings	Variance Explained
Philippine Military Academy is attractive because :		
FACTOR 1 : Instrumental-symbolic		12.719%
Military officers receive an attractive overall compensation/remuneration package	0.736	
Military officers are dominant	0.693	
It provides equal opportunity for foreign assignments	0.623	
Military personnel are innovative	0.620	
It provides prospects for higher positions	0.603	
Military officers are decision makers	0.600	
Military officers are considered tough	0.593	

Military officers enjoys unique privileges bestowed by society	0.580
Military officers are highly regarded	0.526
Military officers are confident	0.453
It provides opportunities to work with local, national, and international organizations	0.440

The brand of PMA, therefore, is a combination of a package of instrumental and symbolic attributes. As shown in Table 3.1, factor 1 was labeled "Instrumental-Symbolic" due to high loadings of a combination of instrumental and symbolic attributes. A military organization is deemed attractive for applicants because military officers receive an attractive overall compensation package, occupy high positions, and have the opportunities for foreign assignments. Other attributes describing military officers as dominant, tough, innovative, decision makers, highly regarded, a n d enjoys unique privileges bestowed by society also explain why Philippine Military Academy is perceived to be attractive. These attributes describes pay and benefits, career opportunities (job security), competency and prestige of military officers

Similarly, attributes describing competence and prestige also belongs to the most dominant factor under symbolic attributes. This implies that attributes referring to pay and benefits military officers received, job security provided by the organization, competence of military officers, and prestige as military professionals are dominant attributes in determining the organization's attractiveness.

The combination of instrumental and symbolic attributes indicates that the respondents, although not homogeneous, have different but correlated perceptions, as manifested in factor 1.

The second factor (Table 3.2) is labeled "symbolic" because it purely consists of symbolic attributes. Another dimension of attractiveness that contributes to the brand of PMA is the perception on values, expressed as leaders of character, which are manifestations of symbolic (trait) attributes. Applicants perceived military officers as honest, truthful, humble, reliable, trustworthy, sincere, and genuine, as well as hardworking, responsible, and loyal. These attributes prove that attractiveness of a military organization is dominantly symbolic

Table 3.2: Description of Variables with its Factor
Loadings and Percent of Variance Explained

Instrumental and Symbolic Attributes[**]	Factor Loadings	Variance Explained
Philippine Military Academy is attractive because :		
FACTOR 2 : Symbolic		1
Military officers are honest/truthful	0.735	
Military officers are humble	0.713	
Military personnel are reliable/trustworthy/credible	0.688	
Military personnel are sincere and genuine	0.638	
Military officers are hardworking	0.589	
Military officers are responsible	0.586	
Military officers practices loyalty	0.536	
Military officers clean-living	0.497	

The third factor (Table 3.3) purely consists of instrumental attributes and is labeled "instrumental". The organization's structure also determines the brand of PMA. Actual applicants perceived that PMA is attractive because it provides a program for character development. PMA provides the possibility to gain discipline that develops leadership skills. Attractiveness of the organization is dominantly instrumental.

All other factors were also labeled "instrumental" and "symbolic" which were arranged in hierarchy based on their percent of variance explained. Similarly, the attributes of each factor were also arranged in hierarchy on decreasing factor loadings.

Other highly attractive factors that determine the brand of PMA are the challenges experienced by military officers, the stability that a military organization

provides in terms of career and financial aspect, the practical benefits the organization provides, and lastly, the free military schooling for military personnel who are candidates for promotion.

Table 3.3: Description of Variables with its Factor Loadings and Percent of Variance Explained

Instrumental and Symbolic Attributes[**]	Factor Loadings	Variance Explained
Philippine Military Academy is attractive because :		
FACTOR 3 : Instrumental		9.811%
it builds leaders of character	0.780	
it provides the possibility to gain discipline	0.729	
it develops leadership skills	0.706	
it provides a program for character development	0.558	
develops a strong character built on strict disciplinary rules	0.477	
military officers are well respected	0.446	
it provides quality education	0.443	
it provides opportunities to contribute in building the nation	0.442	

Hence, result of factor analysis reveals that applicants strongly agree that Philippine Military Academy is perceived to be attractive because of a package of instrumental and symbolic attributes.   This finding corroborate with previous studies (Lievens, F, Hoye, GV and Schreurs, B., 2005); (Lievens, F. and Highhouse, S.,2003);(Cable, D.M. & Graham, M.E. , 2000). Consistent with the instrumental-symbolic framework (Lievens, F. and Highhouse, S., 2003), the researcher found that the actual applicants' perceptions of instrumental and symbolic image dimensions determine the attractiveness of the Philippine Military Academy. Both attributes are determinants of a company's image. Instrumental and symbolic attributes have a combined influence on the applicant's attraction to the organization as a place to work.

In response to the second hypothesis, findings ((able 4) reveal that there is no significant difference on the perceptions of instrumental attributes for applicants from rural country side and urban cities with a p-value of .3815 based on 5% level of significance using t-test. However, the researcher found out that overall perceptions of applicants from rural country side on instrumental attributes are less attractive than that of applicants from urban cities with a weighted mean of 3.67 and 3.70 respectively.

The study reveals that perceptions on instrumental attributes of the Philippine Military Academy do not make the academy more attractive for applicants from rural country side or less attractive for applicants from urban cities because the differences of applicant's perceptions are found to be not significant.

In response to hypothesis 3, the study also reveals that there is no significant difference on the perceptions of symbolic attributes for applicants from rural country side and urban cities with a p-value of .2973 based on 5% level of significance using t-test. Applicants from urban cities are highly attracted to symbolic attributes than applicants from rural country side. Due to insignificant differences of symbolic trait inferences, the researcher concludes that symbolic   trait   inferences   about   the Philippine Military
 Academy do not make the Academy more attractive for applicants from urban cities or less attractive for applicants from rural country side.

Table 4: Perceptions of People from Rural Country
Side and Urban City on Brand Dimensions

Attributes	Rural	Urban	*t*	Remarks
Instrumental	3.67	3.70	.3815	not significant
Symbolic	3.62	3.64	.2973	not significant

Not significant at 0.05 level. Ho: R=U against Ha: R>U for instrumental attributes and
Not significant at 0.05 level. Ho: R=U against Ha: U>R for symbolic attributes

Conclusion

There are significant instrumental and symbolic attributes that should be improved to divulge the real brand or image of a military organization, to attract potential quality applicants, as well as to promote retention of military officers. Philippine Military Academy has to continually consolidate its strong brand or image and restore its weak attributes and should focus on developing promotional campaigns that highlight both the functional and symbolic attributes as they are ubiquitous in positioning the brand.

The impression that general public has on the Armed Forces will increase or reduce the attractiveness of a military organization to potential applicants. In order to increase attractiveness, the organization should consider their image and how to portray this in advertising and marketing campaigns. Marketing and advertising are major ways of influencing the impression that individuals have of the Armed Forces. For military organizations, the media has a huge impact on public opinions that are not always positive. When the reputation and prestige of military organizations is reduced it is even more important to use appropriate marketing and advertising campaigns by focusing on the good deeds and accomplishments of most graduates. Research has shown that both recruitment advertising and positive word of mouth can mitigate the effects of negative publicity on the academy's attractiveness (Johansen, D. (2004).

Advertising campaign increases familiarity about the organization. The Armed Forces should be known of its mission to "win the peace", more than just defeating the enemy. To increase familiarity, the Armed Forces of the Philippine, as a major participant in promoting human security, has crafted a people- centered security strategy that puts the people's welfare at the center of its operations.

Advertising and truthful marketing has the potential to educate individuals in order that they can fairly assess the Armed Forces against the factors that make an organization attractive. If they have accurate information about all aspects of the organization they will be able to assess better the extent to which they will 'fit'. Potential applicants will be

more inclined to pursue a military profession that matches their skills, abilities and values. This impacts on both recruitment and retention, as individuals are more likely to apply for a career and stay in an organization that matches their abilities and preferences. Applicants with limited information are likely to report low job satisfaction and higher intentions to leave. This highlights the importance of the need to inform the potential applicants of the military ethos in order to attract not only a large number of applicants, but also quality applicants.

What contributes to the organization's image is the reputation or prestige of the organization. To enhance prestige is to live with the symbolic attributes of the organization manifested through the organization's core values. Social reference is the basis for the construct of organizational prestige. An organization is considered to be prestigious if it inspires thoughts of fame and renown in the minds of those who hear of it. This prestige reflects a social consensus on the degree to which the academy's characteristics are regarded as either positive or negative.

Enhancement of the brand can be done by communicating and advertising the brand as an institution, the brand as a person, and the brand as a product. The instrumental attributes stand for the brand as an institution. The attributes describing the Academy's brand as an institution present that the Philippine Military is a means. The organization is the premier leadership school that provides progressive military career, character development, independence and challenges, and guaranteed employment and development. A progressive military career captures attributes such as pay and benefits military officers received, job security, and advancement. Character development refers to the organization's structure.

The symbolic attributes stand for the brand as a person and as a product. The attributes of the Academy's brand as a person and as a product present that the Philippine Military Academy serves as a training ground for role model of the society as an Officer and Gentleman, and an epitome of effective leadership. To be a role model of the society and effective leader encompasses military professionals who are dedicated to serve God and protect and help build the nation and carries the values that symbolize leaders of character. These features capture competence and prestige. Engagement on symbolic features must be given more attention and focus because this differentiates the organization from other organizations.

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