What to Look For In an Organization? The Impact of Employer Branding On Talent Acquisition and Employee Retention

By MAHAM RASHID BAJWA

NUST201361804MNBS75013F

Supervised by:Sir Asad Amjad

Human Resource Department

NUST BUSINESS SCHOOL

NATIONAL UNIVERSITY OF SCIENCES AND TECHNOLOGY

ISLAMABAD, PAKISTAN

2016

Dedicated to my exceptional parents and adored siblings and friends whose tremendous support and cooperation led me to this wonderful accomplishment

Abstract

This paper attempts to explore the impact of Employer branding on talent acquisition and Employee retention. With the continuous increase in demand for competent employees that are a good fit for the organizations culture and values employer branding is the best weapon in this era of competitive labor market. An organizations product/service brand and its people are the most important asset for any organization coupled with the fact that hard working, good and talented employees are difficult to find as well as retain. This situation in itself is a testament to the idea that employer branding in the business world of today is no longer a concept that firms may choose to ignore if they wish to remain competitive in the long run. In an age where an employee is the most important component of any organizations firms have started realizing the importance of having a distinguished image of them as a good place to work in the external market. This image is based on components within the organization like organizations culture, its work environment, its reward packages, the developmental program it implements for its employees and communication within the organization and many more. Firms can distinguish themselves from others in the market through one of these factors or a combination of all of them.

Table of Content

List Of Figures

List of Tables

CHAPTER 1: INTRODUCTION

With the gradual development in research and knowledge regarding the various business disciplines many new concepts have emerged. One such concept that comes under a broader HR discipline is that of employer branding. Employer branding as defined by Brett Minchintos from the employer brand institute is "the image of an organization as a "great place" to work in the minds of current employees and key stakeholders in the external market which comprises of active and passive candidates, clients, customers and other key stakeholders.

Employer branding basically serves two main purposes for any organization i.e. attraction of potential employees to the firm and secondly retention of the existing workforce. It has become very important for the firms of today to engage in these two activities because of the fact that the economic crisis in the world as perceived by many did not increase the availability of employees for businesses as more and more companies downsized and laid of employees rather the competition for talent is now more fierce than ever.

Finding an employee that is the right match for the organization in every possible way and then retaining the said employee is something that most firms used to take lightly and talent management through the use of employer branding was not a widely used concept till business around the world stared realizing that the difference between a successful firm and an unsuccessful one is not the product or service mix but the employee who helps execute the particular service/product.

The increased demand for competence when it comes to employees is the reason firms have started indulging in activities of employer branding. Employees today want the best possible person to work for them but the problem lies in attracting the best possible employee to the organization and then working on components and factors within the organization so as to retain that best possible employee with the organization and thus stopping a competitor from whisking away a firms valuable human capital.

Employer branding is basically of two types; internal branding that aims at employee retention and external branding that aims at employee attraction to the firm and thus employer

branding in its self is a long term solution that aims to provide a steady flow of applicants to the organization and helps it retain its start performers.

The concept of employer branding is being implemented all across the globe however it is still a fairly new concept in Pakistan and only big organizations have started using it as a means of talent attraction and retention.

I have selected the IT solutions service provider industry as the industry under study and even in these organizations employer branding is a concept not widely practiced and most firms have just recently started applying the principles of this concept to their organizations.

1.1   Objectives:

1. To determine which factors make an organization an employer of choice.
2. To find out the existing practices and strategies that the company uses with regard to their employer branding efforts.
3. To find out the level of commitment employees have towards the organization under study.
4. To conduct in depth research to determine factors that can be improved in the said company to make it a better work place.

These above mentioned four objectives were fulfilled through a series of steps that started with an in depth literature review that helped me determining factors that made an employer the employer of choice and could be tweaked by any organization during their employer branding practices.

I then visited the organization understudy and interviewed four managers at the firm about their current employer branding practices. The third objective of the thesis report which was finding out the level of commitment existing employees have towards the organization was completed by circulating a questionnaire in three departments of the organization namely marketing and sales, customer services and IT. The questionnaire consisted of a predetermined scale by Mowday, Steers and Porter (1979) to judge employee commitment to the organization as well as other questions addressing the various employer branding factors so as to find out the factors that can be improved in the organization understudy with regards to their employer branding efforts and make it a better work place.

CHAPTER 2: LITERATURE REVIEW

2.1   Employer Branding:

Different authors define employer branding slightly differently, however the basic theme remains the same. Employer branding involves principles of marketing applied specifically to human resource practices (Edwards, 2009) that combine to create a package of functional, economic and psychological benefits provided by employment, and identified with the employing company (Aakers, 1991) so as to form a distinctive image of an organization in the minds of the potential employees and also among the current employees (Mandhanya et al. 2010)

In the world of today organizations are competing for the best possible workforce and in order to get that workforce they engage in employer branding activities. Employee offering also plays a critical role in the process. Both intrinsic as well as extrinsic rewards influence how potential employees see an organization. Benefits including compensation as well as work environment, flexible work timings, decision making etc. alters employee perception about an organization. Edwards (2009) feels that intrinsic rewards are considered more important than extrinsic rewards. However, Mandhanya et al. (2010) in Employer Branding-A tool for talent management state that employees join an organization not just because of the functional benefits which are the various different components of the job in monetary terms such as salary, leave allowances etc. they do so also based on the symbolic benefits chief among which is the perceptional benefits achieved by working in a good organization. Employees feel pride when they work for a reputed and good organization.

2.2   Types of Employer Branding:

As the global situation is changing rapidly, every organization needs to focus on attracting and retaining the best possible work force that it can. The two most basic types of employer branding are internal branding and external branding.

Internal branding refers to a concept by which employees attitudes and behaviors are influenced in such a way that they portray organizational values. Foster et al. (2010) explains when every individual within the organization understands and aligns its self with the corporate

values that help to mold the attitude of existing employee in such a way that they provoke favorable customer response is internal branding at its best. Internal branding is based on three things: First of all communicating the brand to the employees, convincing them about its importance and then creating a relation between jobs and delivery of brand (Berthon et al. 2005).

Some firms use the external branding method to attract talent from the market. They tend to promote why talented people should work with them as is supported by Mandhanya et al. (2010). Such "outside-in" approach increase visibility of the firm among target pool via website, compensation practices and career opportunities (Shah, 2011).

Internal Branding **+** Recruitment Branding **+** External Branding **+** Corporate Branding **=** Employer Branding

Figure 2.1: Types of Employer Branding

These two types of branding efforts constitute the major types of employer branding. However two more types of employer branding are corporate branding and recruitment branding.

Good corporate brand is the promise by an organization to deliver the best to its customers. Corporate branding ensures that the stakeholder's expectations are met as promised by the organization. Through corporate branding an organization tries to build itself as an employer of choice to attract the best skilled employees. This concept is gaining increased importance as the need to hire the right people at the right time to gain competitive advantage is gaining popularity. Hence to attract employees whose values align with that of an organization requires effective corporate branding which will ultimately lead to the development of strong corporate brand (Foster et al. 2010).

Recruitment branding on the other hand involves advertising vacancies in an organization and also the procedures to apply for them (Mandhanya, 2010). It helps in educating potential employees about the companies' mission, vision, ethics, culture and recruitment goals, which in turn tell the potential employees why they would want to work for you company. The effective advertisement of vacant positions in the company and elaborating application procedures so as to facilitate recruits are the main features of this type of branding (Shah, 2011). Being absolutely honest in this regard about what exactly it is like to work for the company is essential so that any and all potential employees know exactly what it is like to work in the company of interest.

Companies today have realized that in order for them to attract the best possible talent that is out there, they need to go for more than they previously have and have started emphasizing on the organizational attributes and advantages that they might get when they decide to join a firm. Organizations with a strong recruitment and corporate brand have a greater chance of connecting with, attracting and retaining the most talented and loyal employees then those that do not.

2.3   Factors Affecting Employer Branding:

There exist a number of factors that affect employer branding and in turn affect the opinion existing and potential employees have about the organization. These factors include the reputation of the organization. Reputation refers to how people evaluate an organization. A good reputation tends to increase the possibility of applicant to applying to the organization. It helps to build a positive image in the minds of potential employees and helps a company gain competitive advantage (Edwards, 2009). Organizational success as a good place to work can be achieved by being different from the direct competitors. Brand that are different from competitors are more successful. Same goes for employer brand; a highly differentiated organization has a competitive advantage in winning the war for talent (Moroko et al. 2008). So people like to work for an organization that has a good reputation (Schalger et al. 2011).

Employees also tend to give more importance to the perceptions that specific stakeholders have about an organization. These stakeholders are divided into two groups: First people in the same industry or sector of the given organization and the second group include the people who have some influence on the success of the organization. So, an organization should give due importance to the different sources employees tend to use when it comes to building an image about it (Maxwell, 2009).

Another factor that affects employer branding is the advertising of the firms' cultural values and beliefs. Advertising these core intrinsic components of an organization aids employer branding as adequate and effective information about an organization tends to reduce information gap between an employer and an employee. This in turn educates the employee not only what the organization is all about but also builds a potential employee's image of what it will be like to work for the organization (Edwards, 2009).

Social values are a major intrinsic factor involved in employer branding. Social value refers to the extent to which an organization is team oriented, employee focused and has a

respectful environment. This has been seen to have a significant impact on existing employees as they tend to be more satisfied with their job and are able to identify with the organization. As for potential employees, the expected social values positively influence a company's image (Schalger et al. 2011). The overall employee management conditions like information about working conditions, employee-employer relationship, accountability, experience, opportunity to grow when perceived as favorable by potential employee tends to increase the attractiveness of the company and creates a positive image which in turn makes it an employer of choice (Edwards, 2009).

Another important factor that can be manipulated during the employer branding process is variety in the work. Variety refers to those characteristics of the job that employees find interesting and are motivated to do. Diversity in the work seems to positively motivate existing employees as they tend to be more satisfied with their job. Potential employees tend to attracted more to the organizations that are more divers when it comes to the type of work employee would be required to do (Schalger et al. 2011).

Providing clear and unambiguous information about the brand so that brand clarity is created is one ways firms engage in employer branding. When clear and truthful information is provide about the brand, a good image is created in the minds of potential employees and perceived risk associated with the joining organization is reduced (Wilden et al. 2010).

Chances of personal growth for the employee can have a major impact in making an employer the employer of choice. Organizations that provide development value are always preferred to the ones that don't. Development values refer to the ability of an organization to provide training and development opportunity to its employees. It seems to positively enforce both existing as well as potential employees as it increases job satisfaction among existing employees and organizational preference among potential employees (Schalger et al. 2011).

A trustworthy employer reduces the perceived risk among employees and increases the quality of firm (Wilden et al. 2010). Past, present and future success of an organization develops an overall image of the organization as a success. This in turns impacts the employer branding because it tells all current and potential employees of the capability of the organization which in turn reflects on the employees' capabilities as well (Maxwell, 2009). Information cost is another factor that can impact on an organization becoming the employer of choice. Informational cost refers to the cost to gather information about employer to reduce perceived risk of working condition, training and development options, employer and employee relationship etc. Lesser

cost to gain this information about an employer improves the quality of joined organization and increases the preference of that particular organization among employees (Wilden et al. 2010).

Lara et al. (2012) just like firms target a particular market for a product; they also target particular people to be their employer of choice. The firms hire and retain employees with good skills and experience so that they appear to be most profitable for the firms. Just like benefits provided by a product influence the purchase decision of people so does the benefits provided by the firm influence employee's employer of choice. Moreover, just like customers have the bargaining power so does the potential employees. Based on their unique skills, experience and qualifications employees have the power to negotiate the benefits with employer of their choice. Sometimes the most important consideration for employees is the compensation plan that an employer is providing to them.

2.4   Importance Of Employer Branding:

In today's world an employee is an essential component of any organization. With gradual diminishing pool of talent and more availability of lucrative career options, employers are facing serious difficulty when it comes to attracting and retaining the best employees that they can. In the business world intellectual and human capital can provide an edge to an organization and this form of competitive advantage is what most firms' strive to accomplish. This is where employer branding comes in since it not only helps an organization retain the best possible talent but also attract the best that the employee market has to offer.

Firms from the diverse industry sectors are increasingly giving importance to employer branding. With rapid growth in industries such as biotechnology, nanotechnology and digital communication demand for value adding employee has increased dramatically (Moroko et al. 2008). Employer branding provides an effective strategic framework that includes HR and marketing which help to attract, retain and motivate the talented employees in this competitive age (Maxwell, 2009). The main reason behind the evolution and adoption of employer branding is the key position employees hold in an organization as they are the ones who are in direct contact with the customer hence they hold a unique position of influencing consumer perception of the company. So the primary target group of employer branding is existing and prospective employees (Moroko et al. 2008).

Employees of an organization are its first market and thus organizations should present their jobs as products to their employees. This job as products must attract, develop and motivate these internal customers (employees) (Berthon et al. 2005). A successful creation of firm's brand image in the mindsets of employees not only provides better recruits but also encourages loyalty and assists in talent management. As culture, systems, attitudes and employee relations, productivity and satisfaction collectively provide employer value propositions (EVP's), which is strong element of employer branding (Shah, 2011). "Employment Value Proposition," or EVP, develops a communication campaign centered at desired employee market. Hence if your employees are contented and enjoy working, they will surely be doing your firms best advertising. Employer branding provides its employees a unique value proposition by serving the organization (Lalwani et al.2012*).*

Organizations now recognize knowledge workers as a critical success factor. The companies have realized the importance of knowledge worker which hold key position in success in the war for talent. It is believed that a company is only as good as its people and capable workforce in today's age is what drives any company's success (Temper et al. 1999). Torricelli et al. (2002) defines knowledge workers as any employee that uses knowledge to add value to the operations of organizations. They are moreover seen as competitive advantage in the world. Hence organizations need to consider that if they want to remain competitive in long run they must maintain a reputation of employer of choice. This will enable them to retain and attract the best knowledge workers. For existing employees a strong employer brand helps to create more favorable employee attitude as employees tend to be more satisfied and identify to the organization.

The stronger this personality, stronger is the employer branding. Employer branding is used to differentiate one's organization in the minds of the customers and it also creates loyalty among employees. More the level of loyalty less are the chances of employee turnover and it also generates satisfaction among the employees. Organizations try to create distinctive personality of themselves in the minds of the employees. Strong employer brands also creates emotional attachment with the organization, its employees have a desire to maintain constructive relationship with the organization. They link their personal identities with the identity with the identity of the organization. Organization's personality results in the previously mentioned results. There are different factors that affect the personality of an organization and these personalities are generated through employer branding (Backhaus et al. 2004). Examples of

organizational personalities are agreeableness which includes warmth, empathy and integrity from the organization, as chic which includes elegance, prestige and snobbery in the organization, as an enterprise which includes modernity, adventure, boldness in the organization and finally as ruthlessness which affects the emotional relationship of an employee with the organization and it also affects customers and other stakeholders.

For potential employees, a strong employer brand helps to attract the best skilled employees (Schalger et al. 2011). External promotion of an organization also impacts its employer branding so organizations should align the employee's view about them in accordance with the views that are advertised to the customers outside the organization. It is very important for an organization to have a positive impact of their advertisements on their potential employees (Berthon et al. 2005). Employer branding conceptualizes a firm's efforts of promoting its self-inside and outside, as a distinguishable and most preferred organization (Shah, 2011). Employer branding provides elaboration and communication of an organization's culture to potential and existing employees.

According to a study conducted by The Conference Board (2001) in United States companies are adopting corporate branding practices in order to strengthen their firm's reputation as an employer of choice so as to attract and retain the good employees (Temper et al. 1999).

According to Lalwani et al. (2012) with gradual progress in HR discipline employer branding has become an essential component of the equation for long-term talent attraction and recruitment. Minchington (2005) suggests that the picture employees get about a firm as a great workplace is strengthened by employer branding. Organization around the globe are facing problem of attracting the best pool of talent and moreover serious challenges like lack of employee loyalty, increased global competition, diminishing skilled work force and other are becoming apparent. Initially employer branding exercise aimed at contacting advertising agencies for developing a unique effective slogan after brainstorming session but gradually the process became complex.

The need to hire the right people, at the right place and at the right time has made employer branding of great importance. Moreover, the concept of producing more, the need to cut cost and getting things done efficiently has made companies ensure that they hire the best skilled labor. People are becoming very particular about for whom they want to work. So, if an organization wants to attract and retain the best talent from in the market then they have to have

a well-defined Employer branding strategy and they have to communicate their desired image to their target (Rosethorn et al. 2007). According to Backhaus (2005) employer branding is gradually becoming a universal phenomenon with the objective of attracting, motivating and retaining the best current and potential employees available in the market.

2.5   Effect Of Product Branding On Employer Branding:

Among a firm's valuable assets brands hold a key importance and hence brand management becomes the prime activity of any organization. Initially branding efforts were particular towards developing product brand and sometimes corporate brand, but now with the recent progress branding is also applicable to human resource management (Backhaus, 2005). Lara et al. (2012) explains that a company while branding itself as an employer of choice in order to attract the best pool of candidates, must align its self with the organizational goals and strategies so that people have the same perception about the firm that they are trying to pursue. Just as marketers market a product brand, likewise firms can also market themselves as an attractive employer and moreover, the factors that affect product branding can be applied to employer branding. Few of these factors include segmentation, potential profitability, product feature preferences, bargaining power etc.

Wilden et al. (2010) in their research specifies that regular communication about an organizations products aids in employer branding since organizations who regularly advertise their products communicate more about themselves and their organizations through their product then those who do not. Employees tend to relate an organizational products success with the organizations success which in turn reflects in a positive fashion on the employer of the firm and hence results in a positive image for an organization in the minds of potential employees. Similarly any negative press about the companies brand can have a detrimental effect on an organizations image as a good employer because they associate the failure of the organizations product as a reflection of the organization and the employer. Similarly Sutherland et al. (2002) in Employer of choice branding for knowledge workers state that potential employees make employment decisions based on the fact that the employer has a successful company based on strong product/ product line. This means that for a large number of potential employees out there the decision to join the firm depends on the products/services that the firm or organization produces and sells. Similarly according to a survey by Millword and Brown (2011) that consisted

of 35600 people in almost 18 countries and collected data about 1317 prominent brands, found out that employees with strong brands are seen as a good place to work and those with unfamiliar brands must use recruitment communication techniques and procedures to build the brand image and awareness.

The consistency in the portfolio brands influences employer branding as well. Brand consistency here refers to a rational affiliation between the employer brand, corporate brand and consumer brand where the total portfolio of product brands are aligned with the employer brand that the company wishes to portray. When the image that an organization portrays about its products is aligned with the image that the company portrays about itself as an employer, potential employees more readily accept and associate the two together and transfer feeling towards one to the other then they would for a company that portrays a different image about its products and itself (Annelize et al. 2011).

Furthermore the credibility of the organizations brand can also have an impact. When a brand is seen credible so is the organization. This means that firms with stronger and more credible product brands have a greater chance when it comes to establishing themselves as the employer of choice in the minds of the best possible workforce available in the market (Wilden et al. 2010). Attributes of the products and services that a firm provides can also play a crucial role. Employees of an organization give a lot of importance to the attributes and values associated with the organizational products and services when it comes to determining the image of the organization (Maxwell, 2009). When this happens employees can help enforce the concept of corporate branding. Also the perception of the brand in the minds of the customers is influenced by employees' behavior. Hence, employees attitude tend to play a vital role in developing a corporate brand (Foster et al. 2010). If an organization's employee's behavior and values coincide with the organization's advertised values then it can have a positive impact on the organization's image (Berthon et al. 2005).

CHAPTER 3: VARIABLES AND ELEMENTS TO STUDY (LIST AND DEFINITION)

3.1   Variables:

Following are the list of the variables used in the study:

- **Employer branding**: It was judged based on two elements employee branding (EVP) and product branding.
- **Talent Acquisition**: It was judged based on three elements which are as follows: organizational culture, Compensation and benefits and Company reputation.
- **Employee retention**: It was judged based on three elements i.e. communication channels, growth opportunities and employee engagement.

3.2   Theoretical Framework:
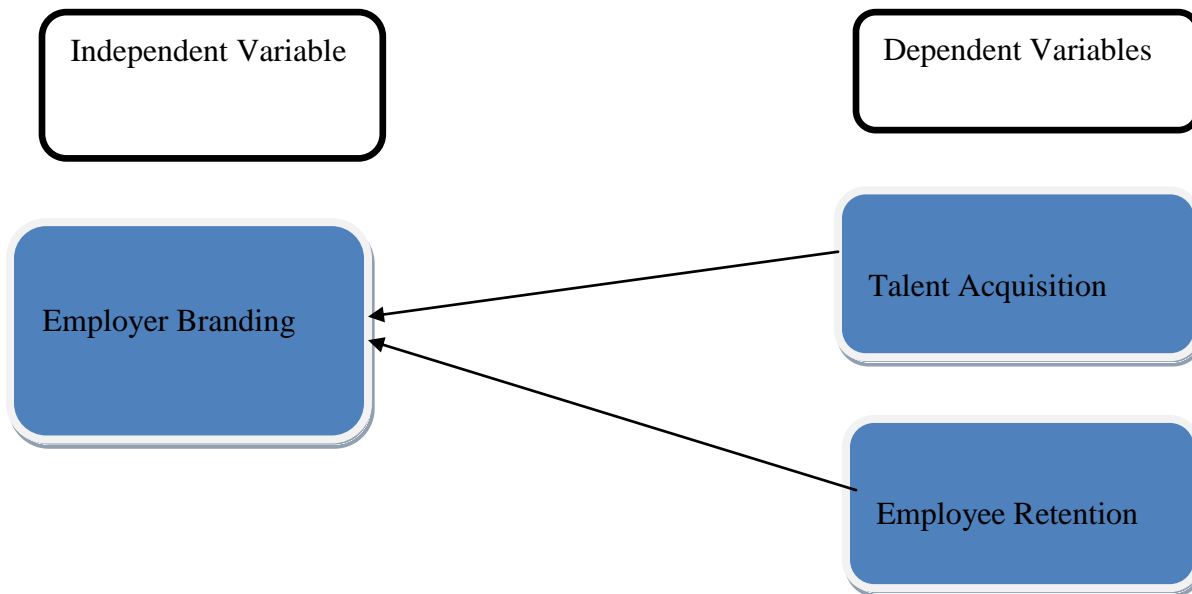
3.3 Hypothesis Formulation:

3.3.1 Talent Acquisition:

H0: Employer branding has no impact on talent acquisition

H1: Employer branding has a strong positive impact on talent acquisition.

3.3.2 Employee retention:

H0: Employer branding has no impact on employee retention

H1: Employer branding has a strong positive impact on employee retention.

CHAPTER 4: RESEARCH METHOLOGY

1 aimed to address the key objectives of the research study through the research methodology and in this regard the main purpose of this section is to explain the strategies employed during the course of the study. I particularly emphasized on the methods and the various research instruments used and the reason why I would opt for a particular method or instrument at any point of time during the research.

4.1   Data Collection Procedures:

I conducted both primary and secondary research for the research study so as to get a good grip on the subject under consideration both from the literatures point of view as well as the practical implications of the subject.

The secondary research was primarily conducted so as to identify the core factors that make an organization an employer of choice. The sources that had been used in this regard were business journals, internet articles and some books related to my subject of interest. These three basic sources helped me identify chiefly the core characteristics that make an organization as the employer of choice for potential employees. These factors were very useful for me when it comes to the primary data collection stage because they provided me with a framework on which to build the questionnaires and interview guide and thus served as a standard for me against which any organization's success as employer brand can be judged.

4.2   Methods Of Data Collection:

The basic data collection methods that assisted during the course of this research project a semi-structured interview and a questionnaire based survey.

4.2.1   Interview:

Interview is one method of data collection that I used. The respondents of my interview were the managers at Huawei Human Resource department that dealt exclusively with employer

branding decisions. I conducted 4 detailed semi structured interviews. This instrument helped me to find out the current practices and strategies that Huawei is following regarding employer branding. As questionnaires provide very concise information, interviews are a better instrument to find in depth information about the strategies and practices of an organization and also to get a broader view of the organization policies and long term plans regarding employer branding. Each interview was 45 minutes to 1 hour long approximately. The interview consisted of questions such as:

1. What features of Huawei's organizational culture do you believe help in motivating and retaining employees?
2. What kind of people practices do you have in your organization?
3. How do you create a sense of loyalty and commitment in your employees?
4. Do current employer branding practices at your organization align with your business strategy and basic reward practices? How?

4.2.2 Survey:

Survey is an important data collection method that I used to gain insight into how existing employees perceived the company in terms of the factors such as compensation, organizational culture and training and development opportunities. The essential surveying instrument was questionnaire. Around 200 respondents were be chosen to fill out the questionnaires from three different departments namely marketing and sales, IT and customer services department within .I have chosen these departments because of the fact that they constitute the major functioning of a cellular service provider. Attraction and retention of core employees in said departments is essential for any successful cellular service provider. The questionnaire consists of only close ended questions.

Below are of few sample close ended questions from the questionnaire:

Q. How long have you worked in this organization?

1. ❑Less than 1 year
2. ❑1 to less than 2 years
3. ❑2 to less than 5 years
4. ❑5 to less than 10 years
5. ❑10 years or more

Q. What were the main reasons for pursuing a career at Huawei Islamabad?

1. ❏ Attractive workplace

2. ❏ Competitive compensation

3. ❏ Challenging position which will flourish your skills and help achieve personal goals

4. ❏ Easy to get job

Q. When you consider joining a company, how do you search for information or advice?

1. ❏ Internet

2. ❏ Print media

3. ❏ Recruitment agencies

4. ❏ Word of mouth

Moreover questionnaire enabled to determine working environment of the company under consideration and different factors that impact employer branding as questionnaire contains questions directed at culture, working environment, reward system, empowerment of employees, relationship between product and corporate image, and current strategies of the company.

The data collected was analyzed systematically and accurately with the assistance of statistical software package SPSS Statistics. The basic purpose of using SPSS Statistics is to facilitate the ease of using major statistical tools such as mean analysis, ANOVA. The mean analysis provided arithmetic average of a set of values, or distribution, as the research group comprises of marketing and sales, IT and customer services department employees. ANOVA statistical test told me whether or not the means of several groups are all equal or not.

Following is a table depicting the objectives which were covered from each type of sample

Table 4.1: Objectives being covered in each sample

Research Objective	Questions from managers/ HR managers of the organization	Questions from current employees of the organization
1. To determine whether factors important for employer branding are present or not in the company.	✓	✓
2. To find out whether the image of the organization affects employee's motivation, commitment.	✓	✓
3. To find out if product branding has an effect on employer branding.	✓	✓

4.3 Data Analysis Methods:

4.4   Statistical Tools:

Data collected from the interviews and questionnaires was first analyzed and interpreted independently. It was examined systematically and accurately with the assistance of various statistical tools. Responses from the participants of the interviews were analyzed using linear regression (SPSS) and the basis of mean of the responses using ANOVA. Following are the purpose and the use of each statistical tool being used:

4.4.1   ANOVA:

Another mean analysis tool that was applied in analyzing the data collected from survey is ANOVA. It is a mean analysis tool used to compare the means of responses for more than two

groups of sample. It provided me with the information of whether the mean of responses of several groups (marketing and sales, IT and Customer services department) are equal or not.

After collecting the data from the interview and the questionnaires and the best practices with regards to employer branding through the literature I performed a gap analysis. Literature review has already provided me with the information of current best practices of employer branding in the market.

4.5   Presentation Methods:

Following different methods were used to present the data.

Pie Chart: Different pie charts were used to represent the percentage of responses of different respondents**.** These pie charts helped to understand the responses of different groups of respondents.

Tables: Different tables were used to systematically present the data obtained in the form of semi-structure interviews and questionnaires, collected from the organization. Tables recorded the data in different forms.

Graphs: Different graphs were also used to present the results of mean analysis, ANOVA and other different test.

CHAPTER 5: THE ANALYSIS

As part of the research, interviews of four managers at Huawei Islamabad were conducted who particularly dealt with employer branding decisions in the organization. This addressed the research objectives and helped to find out the current employer branding practices being followed and the level of commitment employees have towards the organization.

Employees from customer services, marketing and sales and IT department were surveyed. The survey led to 200 responses that helped in analyzing the organization's existing employer branding practices, the factors critical in making an organization as the employer of choice and whether these factors are present in the organization or not.

For the purpose of analyzing the questionnaires, SPSS i.e. Statistical Package for the Social Sciences had been used. The responses recorded from 200 respondents had been fed into it from which relevant reports were extracted to reach the desired results. ANOVA is applied to compare the means of responses from different groups i.e. IT, marketing and sales and customer services.

As the quantitative analysis involves the comparison of responses of employees from different departments, table 5.1 indicates the distribution of employees on the basis of three different departments. The table indicates that 86 responses were received from marketing and 18 from customer service and 96 from IT.

Table 5.1: Distribution of employees on the basis of different departments

Departments	Frequency	Percent
Customer services	18	9
IT	96	48
Marketing and sales	86	43
Total	200	100.0

Table 5.2: Distribution on the basis of Gender

	Frequency	Percent
Male	164	81.6
Female	36	17.9
Total	200	100.0

Table 5.3: Distribution on the basis of Qualification

	Frequency	Percent
Diploma	16	8.0
Graduation	106	52.7
Post Graduation	74	36.8
Other	4	2.0
Total	200	100.0

Table 5.4: Distribution on the basis of Age

	Frequency	Percent
21-30	134	66.7
31-40	52	25.9
41-50	12	6.0
50<above	2	1.0
Total	200	100.0

4.5.1 Reliability Analysis (Cronbach's Alpha)

Reliability analysis was done through Cronbach's Alpha. It determines the internal consistency if items are measuring the same concept. High values are considered good and shows that items included in the variable are fully capturing the required variables. The following table shows the results of this study.

Table 4.2: Cronbach's Alpha

Scale	Cronbach's Alpha	No. of Items
Survey	.790	22
Employer Branding	.656	8
Talent Acquisition	.789	5
Employee retention	.699	9

The above table exhibits the results for whole survey as well as other variables. Various elements contributed to each variable. Employer branding was tested based on the following elements: **Employee branding** and **product branding.**

Talent Acquisition was judged based on three elements which are as follows: **organizational culture, Compensation and benefits** and **Company reputation**.

Alpha value of talent acquisition is highest which means that the impact was great. It was judged based on three elements i.e. organizational culture, Compensation and benefits and Company reputation.

5.1 Descriptive Studies:

Table 5.5: Descriptors

	Mean	Std. Deviation	N
ER	12.2500	2.65002	200
TA	19.1250	2.67491	200
EB	20.9500	3.86291	200

Descriptive statistics are useful to sketch a preliminary picture of the dataset being considered. Mean, median, range and standard deviation reveal some basic characteristics of the data.

Mean and median are the two varieties of average. Mean is calculated by dividing the sum of the observations by the number of observations while median is determined by marking the middle value in the data when it is arranged in some numerical order.

The maximum and minimum values are used to calculate the range of the data for the given variable. Although both, range and standard deviation are measures of spread, the difference between the two is that the range provides the difference between the largest and the smallest value in the dataset while standard deviation shows how much the data varies from the mean.

For the dataset being considered in the study the following descriptive statistics are analyzed. The observation count for the cross-sectional data is 200. For those observations the mean for ER is 12.25 with a standard deviation of 2.65, the mean for TA is 19.125 with a standard deviation of 2.67 and the mean of EB is 20.95 with a standard deviation of 3.86.

5.2 Pearson Correlation:

Table 5.6: Correlation

	ER	TA	EB
Pearson Correlation	1	.613**	.394**
Sig. (2-tailed)		.000	.000
N	200	200	200
Pearson Correlation	.613**	1	.507**
Sig. (2-tailed)	.000		.000
N	200	200	200
Pearson Correlation	.394**	.507**	1
Sig. (2-tailed)	.000	.000	
N	200	200	200

**. Correlation is significant at the 0.01 level (2-tailed).

The Pearson Correlation yields the degree of linear dependence of the two variables. The values range from -1 to +1 where -1 shows absolute negative linear correlation while +1 shows absolute positive linear correlation. If the value is zero then there is no correlation. For the variables under consideration at significance level of 1 percent the correlation between employee retention (ER) and Talent Acquisition (TA) is 0.613, Employee Retention (ER) and Employer Branding (EB) is 0.394 and Talent Acquisition (TA) and Employer Branding (EB) is 0.507. The results show that there is a positive correlation between all variables and in comparison ER and TA are most strongly correlated while ER and EB are relatively weak in correlation.

5.3 Regression Analysis:

5.3.1 Regression I:

Table 5.7: Regression I

Model		Coefficients		t	Sig.
		B	Std. Error		
1	(Constant)	6.588	.955	6.902	.000
	EB	.270	.045	6.031	.000

a. Dependent Variable: ER

The estimated equation is as follows:

$$ER_i = c + EB_i + \varepsilon_i$$

$$ER_i = 6.588 + 0.270EB_i + \varepsilon_i$$

The regression results show that a change of one unit in EB will cause a 27 percent change in ER. Since the sign of the coefficient is positive if the value increases ER will also increase and vice versa.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.394[a]	.155	.151	2.44188

a. Predictors: (Constant), EB

The coefficient of determination, R^2 explains the variance in the ER due to EB and measures the goodness of fit of the model. The range of values for R^2 is from 0 to 1 where 1 indicates a perfect fit. For the given regression R^2 is 0.155 while the adjusted R^2 that can only be

24

less than or equal to R^2 is 0.151. Hence the predictive powers of the model are approximately 15 percent. The R value explains that the variations in the independent variable explain 39.4 percent of the variations in the dependent variable while the remaining 60.6 percent is explained by the undefined factors.

5.3.2 Regression II:

Table 5.8: Regression II

Model		Coefficients		t	Sig.
		B	Std. Error		
1	(Consta nt)	11.765	.903	13.0 24	.000
	EB	.351	.042	8.28 5	.000

a. Dependent Variable: TA

The estimated equation is as follows:

$$TA_i = c + EB_i + \varepsilon_i$$
$$TA_i = 11.765 + 0.351EB_i + \varepsilon_i$$

The results for the regression reveal that if EB increases (decreases) by one unit the TA will increase (decrease) by 35.1 percent.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.507[a]	.257	.254	2.31089

a. Predictors: (Constant), EB

For the given regression R^2 is 0.257 while the adjusted R^2 that can only be less than or equal to R^2 is 0.254. Hence the predictive powers of the model are approximately 25 percent. This reveals that the relationship between TA and EB is explained better than the relationship between ER and EB.

5.4 Employer Branding at Huawei Islamabad: An Overview

The qualitative as well quantitative analysis helped in finding out the employer branding practices being carried out at Huawei and also the level of commitment employees had towards the organization.

Interviews were conducted with Ms Meenal Rashid who was the Recruitment Executive Officer and had been working with Huawei for the last fourteen months. She had previously worked for Alfalah Bank and had joined Huawei mainly because of her career development aspirations. The second respondent was Mr Wang Dongsui, HR Manager at the organization.The third interviewee was Mr Huanghui who was Manager Administrative Services,. He came to Huawei to polish his skills by working in a multinational company. He believed that although Huawei is not the best employer in the telecom sector but is moving in the right direction. Finally Mr Jinxing was interviewed who was a recruitment manager his main reason for coming to Huawei was the good position he had been offered as well as the fact that he wanted to work in HR. The package offered to him was also very attractive. The telecom sector was also on the growing side which helped reinforce his decision.

5.4.1 Factors Critical In Making An Organization An Employer Of Choice:

When asked about the factors critical in making an organization an employer of choice Mr Huanghui talked about the factors that a potential employee seeks while looking for an organization to work for. He talked about his experience of first seeking a job and rating compensation package as the most important factor while applying. The compensation package includes both the intrinsic as well as extrinsic rewards. The second important factor rated by him was the career path which included the career growth opportunity for an employee in that particular organization. The third important factor highlighted by him was the work environment. An environment which is free from work politics and provides comfortable and flexible working conditions helps to attract and retain the highly skilled workers. The fourth important factor that

is important for attracting as well retaining employees is the degree of employee orientation in the organization. Greater the employee orientation in the organization, greater is the employee motivational level to work and apply for that particular organization.

On the other hand when Mr Rehan Tariq was asked the same question he said that there are different factors that affect employees' decision of an employer of choice including the work environment, employees' participation, employer's attitude and also monetary benefits that match with the designation of employees. Different people have different skills set and it is the organization's duty to screen out the person most suitable for them.

Miss Meenal felt that the most important factor people look for in a job is the degree of care and attention that the organization provides to its employees. As for the attraction of quality employees she felt that correct filters need to be put in place that can pick out individuals who have the right fit for the organization because no matter what the reputation of the organization is all sorts of people apply of which most of them are not fit for the job.

Mr Owais felt that people either look for money or else for growth opportunities when it comes to working for any organization. A firm's reputation has a lot of impact on the pool of applicants applying to the organization.

5.4.2   Employer Branding Practices That Already Exist Within The Organization:

The major component of the research work includes the analysis of employer branding practices that already exist within the organization under study. Huawei has a good reputation that can be tracked with number of quality applicants applying for each job opening.

The company has altered its reward package as part of their employer branding practices. The change focused on the inclusion of more intrinsic rewards such as employee of the month award, champion of the month award and bonus policy.

Mr. Rehan mentioned that targets are set annually and employees are rewarded when company achieves its targets. This practice motivates the employees to work hard for the success of the company. Mr. Umer talked about the monetary and non-monetary rewards. Huawei chooses the star performer of the year and only few employees get this award in a year whose pictures are displayed at the reception area in the company's office. Then a mid-year business conference and annual business conference is also conducted on a large scale in which star

performers are recognized and awarded gifts and cash money prizes. These types of awards help in employee motivation and retention.

As per extrinsic reward package, two types of bonuses called retention bonus paid annually, and performance based bonus paid quarterly are part of it. The monetary benefits also include bonus based salary, increments, quarterly bonuses, car fuel allowance to managers. These monetary and non-monetary rewards increase motivation and also help in employee retention and attraction.

The responses on the culture of Huawei were somewhat similar from all the four respondents. They agreed that the culture is flexible and people can openly communicate with each other. There is a two way communication from top to bottom as well as bottom to top which gives the feeling to employees at the bottom that they are being heard. Miss. Meenal being the female specifically mentioned that the culture was very facilitative for females. It provides flexible working hours for women and takes care of the limitation a woman can face in our society. She also felt that employee loyalty is induced over time through good organizational practices like job rotation and internal announcement of jobs so that employees have a lot of growth opportunities within the organization and do not need to leave or go anywhere else.

One of the respondents mentioned that the culture at Huawei is not egalitarian or bureaucratic and since the organization is in its growth phase so there is a lot of room for revising and changing the various organizational policies for the better.

The culture of Huawei on the other hand is also diverse and employees from all ethnic groups are respected. Talking about the work politics, Mr Jinxing mentioned that such politics does exist but it does not hinder the working capacity of the people as it is the man made politics by few people and not by the management that would affect the organization as a whole.

Talking about the importance of employer branding practices at Huawei, such practices are in line with the business strategy and the most important thing in this regard is looking at the organizations goals e.g. Huawei goal for 2016 is efficient execution. Hence all business processes are aligned in such a way as to achieve targets efficiently. Performance management system either 180 degree or 360 degree is aligned with the internal and external branding. It is aligned with the business strategy, departmental goals and organizational goals. During performance evaluation, departmental achievements as well as individual achievements are considered. Year end evaluations take place after which ratings are awarded to individual

employees and then it is decided that what amount of increment needs to be awarded to individuals based on the rating provided by his manager as well as the year end evaluation.

There is a great opportunity for advancement at Huawei. The hierarchy is long starting with interns at the bottom to the junior officer, then officer, then senior officer to junior executive, then executive and to senior executive and finally to the manager. Such promotional levels keep employees motivated for working harder. The organization also provides training and development opportunities as part of personal and professional growth. There are in-house as well as outdoor training programs.

The company brands itself through continuous recruitment drives. It is now focusing on marketing itself through internet networks like Facebook and Linkedin. As an effort to externally brand itself the company is going to launch social media branding, through which it will be communicating their perks, benefits, business targets, company mission and vision.

5.5   Quantitative Analysis:

The survey recorded 200 different responses to understand the implication of employer branding practices at Huawei. The survey analysis was done on the basis of responses of employees from different departments. The main concern in this section of analysis is finding out what factors are important to employees belonging to different departments and which of these factors are actually present as part of company's employer branding practices. In this regard, respondents were questioned about their reasons for pursuing a career at Huawei. This question helped in analyzing the factor that strengthens Huawei position in the market and also the factor that needed to be emphasized.

Table 5.9: Reasons for pursuing career at Huawei

Reasons	Frequeny	Percent
Attractive workplace	92	46
Challenging position which will flourish your skills and help achieve personal goals	74	37
Competitive compensation	34	17
Total	200	100.0

The table shows that the most important reason for pursuing a career at Huawei is the attractive workplace since 46.7% of the employees felt that it was what basically led them to the organization. An attractive workplace includes factors such as employee participation, team orientation, goal sharing, challenging tasks etc. An environment which focuses on these factors will keep its employees motivated to achieve higher targets. A good working environment where employees are valued also increases productivity. Huawei has an environment where employees are encouraged to participate and gives them the feeling that they are an integral part of the organization. Its open culture also supports the components of a good working environment and thus helps to attract and retain the most skilled labor.

This was followed by the factor of challenging position where 37.5% of the employees ranked challenging position which will flourish their skills and help achieve personal goals as the second most important factor for joining Huawei. The different promotional level and the long hierarchy provided opportunity to grow. One of the respondent answered that Huawei is a China based company and the Chinese philosophy of focusing on quality and efficiency is moving Huawei in the right direction and helped it compete with the other big giants in the telecom sector. Miss. Meenal specifically moved to Huawei because of the growth opportunities she saw in the organization.

A relatively less important factor for employees to join Huawei is the compensation package as is evident that only 17% of the employees came to the organization because of the compensation package. When asked to name some rewards that Huawei provides to its

employees and competitors do not, One of the interviewee answered "There is no such thing that we do and others don't do, moreover everything is similar".

The next step was to find out the most important factor critical in making a decision of staying or leaving a particular organization. This was a critical question because it helped in identifying the gap between factors that employees preferred with what they actually got. Emphasizing on such factors will help Huawei retain the most skilled employees critical to its success.

Table 5.10: Showing factors important in making a decision for either staying or leaving a particular organization

Factors	Mean
Organizational Values	1.93
Reputation of the organization in the market	1.64
Organizational Culture	1.55
Growth Opportunities	1.55
Open Communication	1.53
Compensation Package	1.22

The mean value of 1.22 between the range of 1-2 shows that compensation package is a very critical factor in making a decision of staying or leaving a particular organization. This means that perks and benefits provided to employees is quite important to them. Mr. Rehan, said "It is very important to know that your work pays you according to what your skills are". He mentioned that this is one of the most important factors because if employees get the feeling of being underpaid they will never be able to perform at a level that they are capable of.

Open communication with a mean of 1.53 is relatively the second most important factor rated by employees. Such communication channel resolves conflicts and increases work focus. When business targets are transparent, directions are clear and there is no ambiguity in performing tasks then employees will be more productive in whatever they do.

Overall as the mean values are in the range from 1-2 which depicts that all the factors are important however, some are more important than others like compensation and open

communication are relatively more important than growth opportunities with a mean of 1.55, organizational culture with a mean of 1.55, reputation of the organization with a mean of 1.64 and organization values with a mean of 1.93. Growth opportunities and organizational culture equally effect the decision of staying or leaving an organization.

5.5.1 ANOVA:
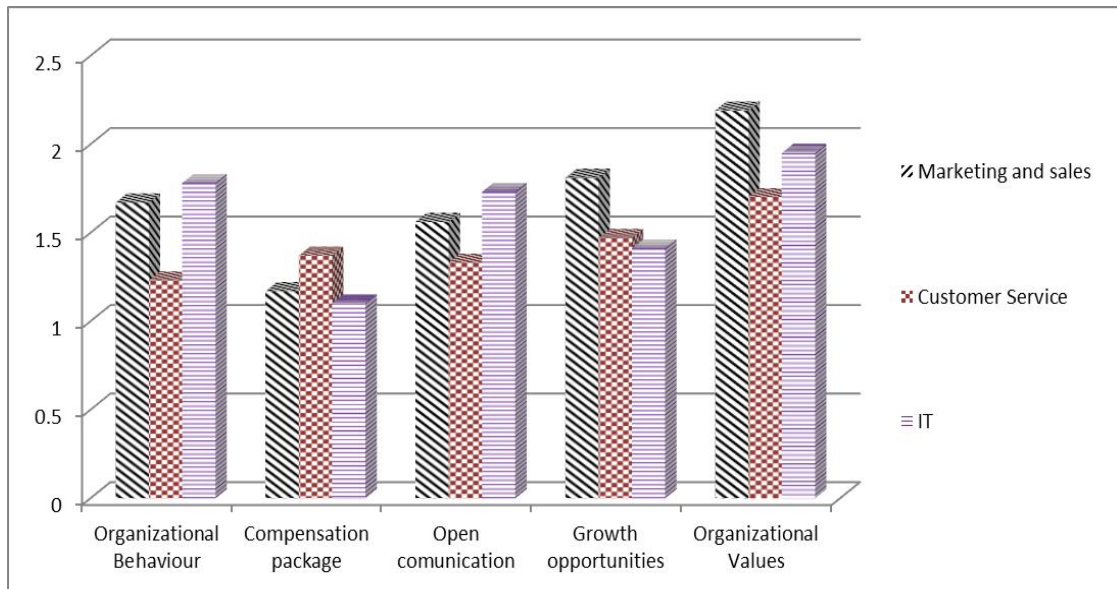
Figure 5.1 Factors critical in making decision to stay or leave with respect to different departments

The graph depicts the results when each factor is analyzed according to three specific departments. Organizational culture tends to be relatively more important for employees in customer services department as the mean values lies between the range of 1-to 2. Employees in this department are usually involved in daily routine, monotonous jobs and activities so comfortable work environment and supportive cultures aids in increasing their work productivity. Culture is relatively less important for marketing and sales in comparison to customer service but still a good working environment which is free of work politics tends to enhance creativity and innovation among employees which is a core function for the marketing and sales employees. Culture of an organization plays an important role for attracting and retaining employees. An environment that encourages creativity, delegates' authority,

appreciates the work of employees' leads to the success of the organization as a whole. Culture affects all levels in the organization. Miss Meenal said "You must have studied that employees don't leave organization rather they leave managers. So this is an important factor. The line should be educated and should be well trained in team leadership skills and team management abilities. If you have a good mix of employees in your organization then definitely the organization will have an edge". Culture as a factor happens to be the relatively least important factor for employees in the IT department because most of their work is based on individual basis and the nature of the work as such is adaptive to any culture or situation.

It is seen that compensation package is relatively more important for employees working in IT because it is really important for employees to have a feeling of satisfaction that they are compensated well against the skills they have. This factor is also important for employees in marketing and sales department though relatively less than for IT personnel. Employees in marketing and sales department are more concerned with performance related pay rather than other elements of the pay package because they want to be rewarded for their innovative and creative ideas. Compensation package is relatively less important for employees in customer services as compared to other departments as they are paid in form of commission on sales which is in addition to the basic reward package.

Open communication is relatively more important for employees in the customer services because employees in this department deal directly with customers hence they should be communicated well about the standards, procedures that are to be used at   Huawei.It is relatively less important for the marketing and sales employees but it does not mean that it is not important for them, they also consider it as an important factor because there basic job revolves around working with their coordinates in a team and thus communication barrier will cost them efficiency and productivity. While, this factor is relatively least important for the IT department, because there job is more individual and they do not require much communication. So even in a closed communication organization, their work will not be affected that much.

Growth opportunities tend to be relatively most important for employees in the IT department. They are technicians and thus require excelling while developing different systems and software. If not given proper growth opportunities such as training and development, they will not put in more efforts in developing better systems for the organization. It is relatively less important for the customer services team because employees in customer services department are

33

mostly insecure about their jobs and are not confident enough that they will either be given a managing position or any other higher post hence growth opportunities will lead them to increased productivity. It is relatively least important for the marketing and sales department as they are well aware of the fact that they have a field of growth and they can easily excel and move upwards in the organization.

Organizational values include the level of trust, honesty, truthfulness employees have towards each other. Such values tend to affect all employees in different departments because they are standard guidelines that form the code of conduct in the organization. Employees want to work for organizations that have strong values because this develops a feeling of identification and belongingness with the organization.

5.6   Availability Of Factors Necessary For Employer Branding:

The following part of analysis discusses the extent to which factors necessary for employer branding are present in organization understudy or not:

5.6.1   Organizational Culture:

Organizational culture plays an important role in enhancing firm's employer branding efforts. To get an insight of Huawei's organizational culture survey was conducted which focuses on the following dimensions:

Table 5.12:Importance of organizational of culture for different department at Huawei

Statement	Mean
Working relations between staff in the organization are congenial.	2.39
The culture of my organization encourages teamwork.	2.31
My organization culture helps attract new talent.	2.15
My organization empowers me to make decisions.	2.01

Table 5.12 shows the mean responses related to the organizational culture. The results show the employees agree that their organization empowers then to make decisions. The culture also helps attract new pool of applicant. While employees were indifferent about the working relations between staff in the organization are congenial.
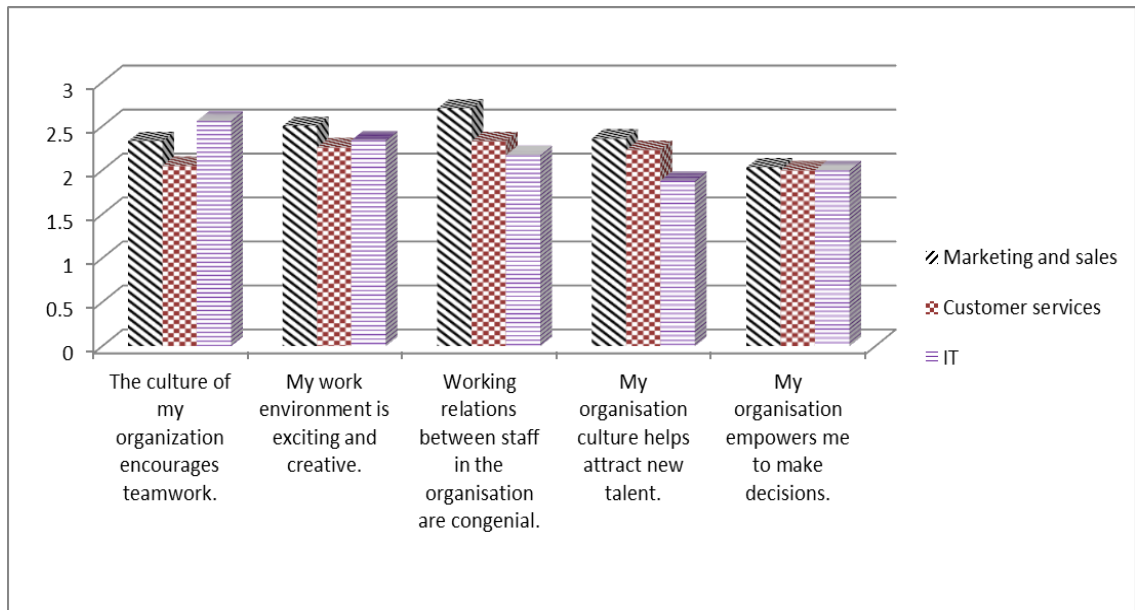
Figure 5.2 Graph showing the mean responses related to organizational culture for the different departments at Huawei.

Figure 5.2 shows the mean responses of the three critical departments at Huawei regarding organizational culture. According to marketing and sales department staff Huawei's culture empowers them to make decisions about day to day job task and encourages team work. While they have neutral opinion about working relations between staff are congenial or not. The customer services people also agree that same aspects of culture are present. However, IT department workers perceive that Huawei not only provides its employees autonomy to make decision but on other hand the organization culture also helps attract new talent. Lastly they have neutral viewpoint about culture of their organization encourages teamwork.

So we conclude that Huawei's organizational culture has some attractive components but improvements are required in few aspects for enhancing employer branding efforts. Moreover, the important attributes which are the part of Huawei's organization culture are empowering employees and encouraging team work resulting attracts new talent. But for marketing and sales department little consideration needs to be given to working relations between staff in the

organization are congenial. Whereas, for IT employee's teamwork should be encouraged so that they work in friendly and helping environment this will assist them in brainstorm new and innovative ideas.

5.6.2   Open Communication:

Open communication in the workplace helps build a more productive environment and enhancing employer branding efforts. In order to get a thorough understanding of communication at Huawei the following dimensions were surveyed:

Table 5.13: Importance of open communication for the different departments in Huawei.

Statement	Mean
Communication in the organization is clear and consistent.	2.18
Employees are encouraged to openly communicate at all levels.	2.06

Table 5.13 shows the mean responses related to the open communication. The results show that the employees agree that their organization encouraged them to openly communicate at all levels. Moreover communication in the organization is clear and consistent.

Figure 5.3: Graph showing the mean responses related to open communication for the different departments at Huawei

Figure 5.3 shows the mean responses of the three critical departments at Huawei regarding open communication. All the three departments agree that communication in the organization is clear, consistent and they are encouraged to openly communicate at all levels but marketing and sales personnel's agree more compared to other two departments.

So from this we conclude that communication which is an important factor for enhancing employer branding is fulfilling the needs of employees. Overall marketing and sales department is most satisfied with open communication in the organization relative to others but provides right information at right time should be provided across all departments to enhance employee involvement and communication.

5.6.3 Compensation Package:

Compensation holds a key position in attracting quality employees and thus influencing employer branding efforts of an organization. The compensation package offered at Huawei can analyzed using the following survey question:

Table 5.14: Importance of compensation package for the different departments in Huawei

Statement	Mean
By working for my organization I am able to reap generous benefits and perks.	2.62

Table 5.14 shows the mean responses related to the compensation package. The results show that the employees agree that their organization they are able to reap generous benefits and perks.

Hence Huawei is providing sufficient perk and benefits to employees which is necessary to retain and attract employees.
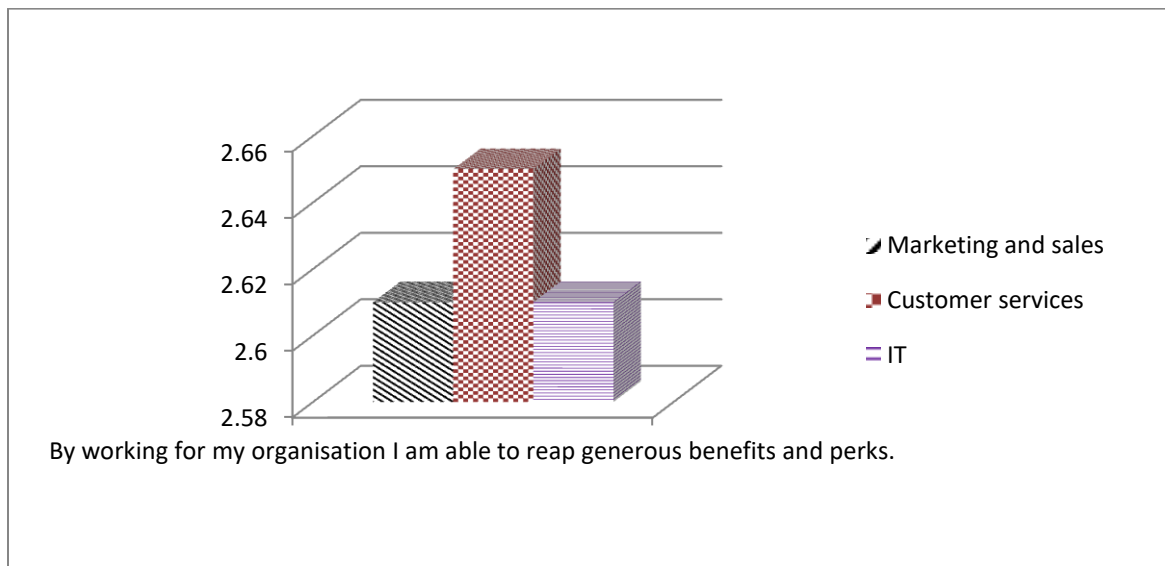
Figure 5.4: Mean responses related to compensation package for the different departments at Huawei

Figure 5.4 shows the mean responses of the three critical departments at Huawei about compensation package. All the three departments agree that their organization provides them with generous benefits and perks but marketing and sales employees agree less than the other.

So from this we conclude that compensation package provided by Huawei is ample and fulfilling the monetary needs of customer services and IT department employees but marketing

and sales people should be given a different and effective reward package. This will help motivate and retain employees specially working in marketing and sales department.

5.6.4   Growth Opportunities:

Growth opportunities play a significant role in attracting and improving employee retention rate.

Table 5.15: Extent of provision of growth opportunity in Huawei

Statement	Mean
Regular training sessions are conducted to enhance my skill set.	2.43
My organization provides me opportunity to develop highly specialized skills.	2.28
My organization provides me opportunities for advancement.	2.14

Table 5.15 shows the mean responses of the employees from three departments of Huawei regarding growth opportunities. The results show that employees agree that Huawei provides them opportunities for advancement and to develop highly specialized skills. Along with it the employees also agree that regular training sessions are conducted to enhance skill set. Hence growth opportunities are provided at all three departments to enable employees cope up with evolving and changing environment of telecom sector.
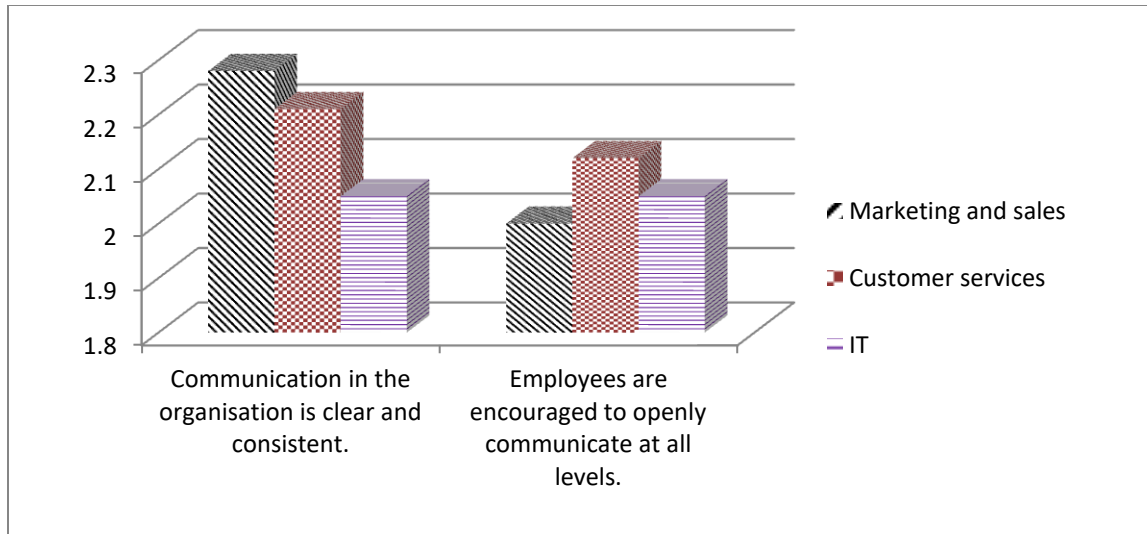
Figure 5.5: Graph showing the mean responses related to growth opportunities for the different departments at Huawei.

Figure 5.5 shows the mean responses of the three critical departments at Huawei regarding growth opportunities. The marketing and sales department staff at Huawei agrees that their organization provides them opportunities for advancement and help to develop highly specialized skills. They also conduct regular training sessions to enhance worker's skill set. The customer services people also agree that same growth opportunities are present. However, IT department workers perceive that Huawei not only provides advancement opportunities and on the other hand assist in provides developing highly specialized skills. But they hold neutral point of view about regular training sessions.

Hence we conclude that growth opportunities at Huawei are adequate for the two departments namely, marketing and sales and customer services. But IT employees are neutral about training sessions so they should be given ample training as IT is consider backbone of a telecom company.

5.6.5 Reputation of the organization in the market:

A good corporate reputation is necessary for survival and success in today's competitive market. The following table inquires about the Huawei's reputation in the market:

Table 5.16: of reputation of the organization in the market for the different departments in Huawei

Statement	Mean
I feel I have the respect working for an industry leader.	2.37

Table 5.16 shows the mean responses related to the reputation of the organization in the market. The results show the employees agree that their organization is well reputed in the market and they feel respectable working for an industry leader. This indicted that Huawei employees consider their company has a good corporate reputation in the market.
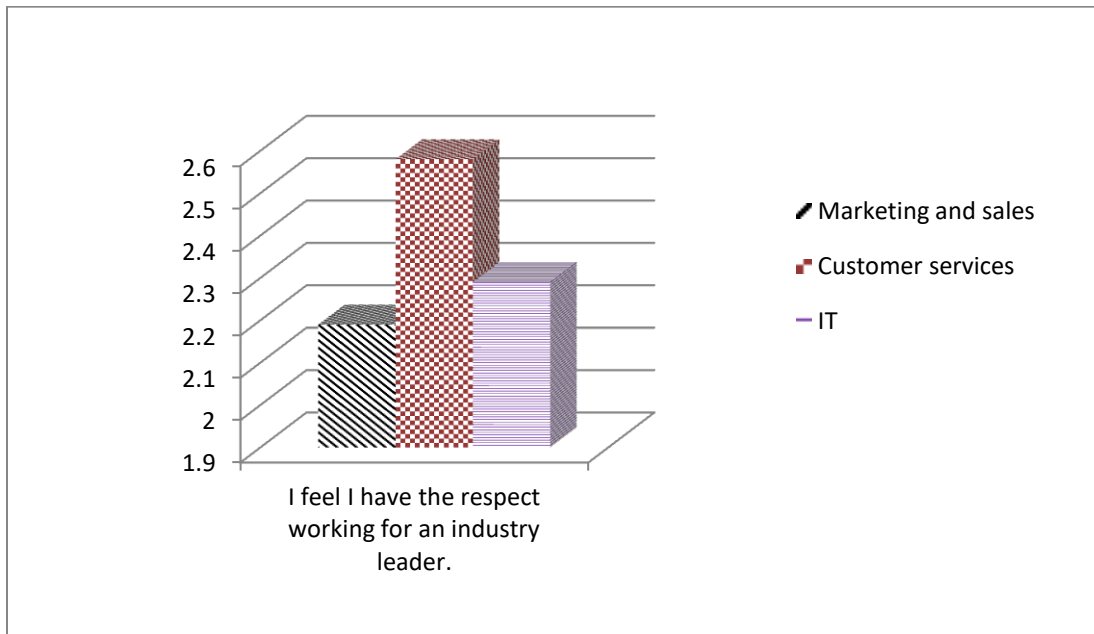
Figure 5.6: Mean responses related to reputation of the organization in the market for the different departments at Huawei.

Figure 5.6 shows the mean responses of the three critical departments at Huawei related to reputation of the organization in the market. The customer services and IT departments agree that they feel respect working for an industry leader. As far as the marketing and sales employees are concerned they agree less with the above statement.

Therefore we conclude that Huawei corporate reputation according to two customer services and IT employees is good and they feel respectable working in the current workplace. But whereas marketing and sales department is concerned efforts need to make at individual

level to help understand their workplace in better way, so they feel respectable working for Huawei.

5.6.6 Organizational Values:

The employer branding efforts are pivoted on the organizational core values. To gauge the importance of Huawei's organizational culture survey was conducted which comprise of the following statement:

Table 5.17: Importance of organizational values for the different departments in Huawei

Statement	Mean
I feel my colleagues treat me with respect.	2.34

Table 5.17. Shows the mean responses related to the organizational values. The results show that the employees agree that their colleagues treat them with respect. Hence one of the integral organizational values at Huawei is to encourage employees to treat other employees respect with creates friendly working environment.
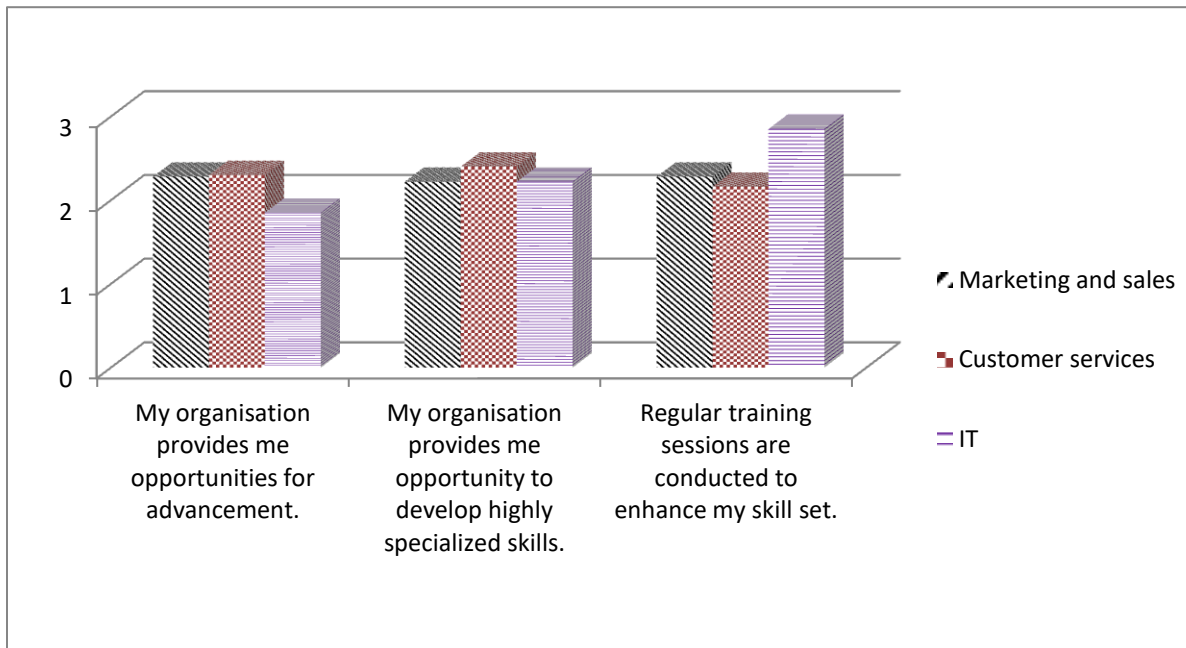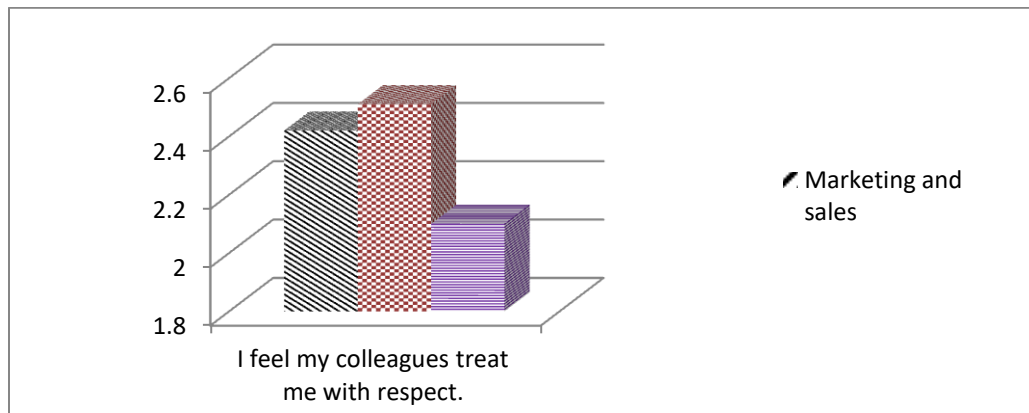

Figure 5.7: Graph showing the mean responses related to organizational values for the different departments at Huawei.

Figure 5.7 shows the mean responses of the three critical departments at Huawei about organizational value. All the three departments agree that their colleagues treat them with respect but IT agrees more compared to others.

So from this we conclude that organizational values at Huawei are satisfactory as colleagues care for each other and give respect.

5.6.7   Employee commitment:

Employer branding is a concept which enhances employee's commitment for the organization. To gauge the level of commitment among three different departments at Huawei we took assistance from pre-established scale by Mowday, Steers and Porter (1979).

Table 5.18: Showing level of commitment for the different departments at Huawei

Department	Mean
Marketing and sales	2.27
Customer services	2.23
IT	2.23

Table 5.18 shows the mean responses related to the commitment level of employees working in three departments at Huawei. The customer services and IT department staff agrees that they are equally committed with their organization. However, marketing and sales department agree relatively less than the other two departments. So from this we conclude that efforts to enhance commitment level with in the customer services and IT department employees needs no change. While on other hand marketing and sales staff commitment level should be enhanced by giving them more empowerment, open communication providing right information at right time, different and competitive reward packages, moreover making them aware of organizational values so they feel proud working at Huawei.

Table 5.19: Shows the level of commitment between three departments in Huawei

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	8.583	2	4.292	.108	.898
Within Groups	4640.408	117	39.662		
Total	4648.992	119			

Table 5.19 shows the ANOVA results related to the employee commitment. The results can be the summarized as the significant level is 0.898 which indicates that different between groups is insignificant. In other words, there is no difference between the commitment level of the three groups namely, marketing and sales, customer services and IT.

Hence we conclude that the main reason behind this similarity of commitment between employees at Huawei is that as it providing uniform culture, values, benefits, trainings and other important things necessary to remain a part of organization.

.

5.7 Analysis between What Employees Want And What Is Being Provided To Them By Huawei:

We performed an analysis between what employees want and what is being provided to them by Huawei. We did our survey in the three departments of Huawei i.e. marketing and sales, customer services and IT departments. To gauge the level of different factors in these departments we used mean analysis and ANOVA and got the following results:

5.7.1 Organizational Culture:

We asked the employees at Huawei in the three departments under study, the importance of organizational culture for them. Following table shows their responses:

Table 5.20: Importance of organizational culture for the employees

Department	Mean
Marketing and sales	1.67
Customer services	1.23
IT	1.78

Means of the three departments show that on average the employees in these departments consider culture of an organization very important. Organizational culture is relatively most important for the employees in the customer services department because they do same type of work over and over again daily so they want a convenient and comfortable working environment and also a culture that supports them. Organizational culture is relatively less important for marketing and sales in comparison to customer service but still in order to improve the core strengths of marketing and sales' employees, a good working environment is needed which is free of work politics. Culture of an organization is least important for IT department's employees because mostly they work individually and can adapt to any culture.

Table 5.21: Responses of different departments with respect to importance of organizational culture

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	7.001	2	3.501	6.748	.002
Within Groups	60.699	117	.519		
Total	67.700	119			

Result of ANOVA is 0.002 which means that there is a significant difference among the mean responses of the employees at Huawei regarding this factor. It may be because employees in the different department have different demands and needs for the culture of an organization.

Following are the responses of employees in the different departments under study about the culture at Huawei and its different elements:

Table 5.22: Responses of employees regarding culture at Huawei

	Mean
Marketing and sales	2.39
Customer services	2.17
IT	2.19

Above table shows the responses of the employees of the three departments under study. The people in the customer services agree the most that the culture at Huawei is good. IT department agree relatively less whereas employees in the marketing and sales departments agree relatively least regarding this matter. These results show that employees in different departments at Huawei do not appreciate its culture equally. Huawei should take steps to satisfy all its employees in different department regarding its culture.

5.7.2   Open Communication:

Employees at Huawei in the three departments under study hold following opinion regarding the importance of open communication of an organization for them:

Table 5.23: Opinion of employees about the importance of open communication

Department	Mean
Marketing and Sales	1.56
Customer services	1.33
IT	1.73

Above results shows that on average employees gives very importance to open communication. Open communication also impacts employer branding and these employees

want open and clear communication in the organization for which they are working. Open communication is relatively more important for employees in the customer services. It is relatively less important for the marketing and sales employees but it does not mean that it is not important for them; they also consider it as an important factor because they work in teams and problems in communication would mean a loss of time and money for them. Whereas, this factor is relatively least important for the IT department, because employees in this department work individually and they don't require much communication. So, issues in communication would not cause them many problems.

Table 5.24: Analysis of responses of different departments with respect to importance of open communication

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3.487	2	1.744	4.597	.012
Within Groups	44.380	117	.379		
Total	47.867	119			

Result of ANOVA is 0.012 which shows that there is significant difference among the mean responses of the employees of the three departments under study regarding the importance of open communication. It is probably because different department have different communication needs.

When asked about the communication at Huawei, the employees in these three departments gave following responses:

Table 5.25: Employee's responses regarding communication at Huawei

Department	Mean
Marketing and Sales	2.14
Customer services	2.16
IT	2.05

47

Means in the above table shows that employees in the three departments in the Huawei under study on average agree that communication in Huawei is clear, consistent and open communication take place at all the levels but IT department employees relatively agrees more as compared to the other two departments on this matter. These results shows that IT department is most satisfied with communication relative to others but all the departments should have access to complete information, this will increases employee commitment and also lead to get satisfaction from all the departments in the organization.

Table 5.26: Evaluation of mean of the responses of different departments related to communication at Huawei.

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.298	2	.149	.209	.812
Within Groups	83.568	117	.714		
Total	83.867	119			

Result of ANOVA of 0.812 shows that there is no significant difference among the mean responses of the employees in the three departments about repetition of Huawei. It is probably because same types of communication channels are used across the whole organization.

5.7.3 Compensation Package:

Importance of organizational values differs for the different department of Huawei. Results of Employees at Huawei give much importance to the compensation package and want a good package which comprises of both monetary and non-monetary benefits and which satisfies their needs. Following are their responses about the importance of compensation package for them:

Table 5.27: Analysis of the responses of employees related to the importance of compensation package

Department	Mean
Marketing and sales	1.17
Customer services	1.37
IT	1.09

Above table shows that on average employees at Huawei in the three departments being studied gives very importance to compensation package. For Huawei's employees in the department of IT compensation package is relatively more important because a good compensation package creates a feeling in them that they are being rewarded according to their skill level. This factor is relatively less important for employees in marketing and sales department because they are mostly concerned with performance related pay. For their creativity and innovation they demand special rewards. Compensation package is relatively least important for employees in customer services as compared to other departments as they are paid in form of commission on sales which is in addition to the basic reward package.

Table 5.28: Showing comparison of mean of responses of different departments with respect to importance of compensation package

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.710	2	.855	3.754	.026
Within Groups	26.656	117	.228		
Total	28.367	119			

Result of ANOVA shows that level of significance is 0.026 which means that there does exists a significant differences among the mean responses of the employees in the three departments being observed, regarding the importance of compensation package. It is probably because every employee gives importance to compensation package differently and wanted to be rewarded differently according to their skills and efforts.

Employees in the three departments being studied hold following opinions on the compensation package provided by the Huawei:

Table 5.29: Opinions of employees regarding the compensation package at Huawei

Department	Mean
Marketing and sales	2.61
Customer services	2.65
IT	2.61

All the employees in the three departments being observed agree that Huawei provides them with generous benefits and perks but customer services employees agree less than the others. These results shows that Huawei is doing a good job in providing sufficient benefits to its employees of IT and marketing and sales departments and employees of these departments are satisfied with the compensation package given to them by their organization but Huawei should give a unique and effective reward package to motivate its customer services department work force.

Table 5.30: Analysis on means of responses of different departments about the compensation package provided by Huawei

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.046	2	.023	.023	.978
Within Groups	118.079	117	1.009		
Total	118.125	119			

The significance level between mean responses of employees for different departments with respect to compensation package provided by Huawei is 0.978 which shows that there is no significant difference between the mean responses of employees for different departments

regarding the compensation package provided by the Huawei. It is probably because same compensation is provided to all the employees within the whole organization.

5.7.4   Growth opportunities:

Importance of growth opportunities varies from on department to another at Huawei. We evaluated the importance of growth opportunities being provided to the employees at Huawei and obtained the following results:

Table 5.31: Importance of growth opportunities for the employees

Department	Mean
Marketing and sales	1.81
Customer services	1.47
IT	1.41

Employees in the three departments under study, on average give very importance to growth opportunities. Growth opportunities tend to be relatively more important for the employees in the IT department because their work is of technical nature and they are continuously required to improve their abilities in order to develop new software. If not given proper growth opportunities, they will not put in more efforts in developing better systems for the organization. It is relatively less important for the customer services. Growth opportunities are relatively least important for the marketing and sales department.

Table 5.32: Evaluation of the mean of responses of different departments regarding growth opportunities

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3.412	2	1.706	4.720	.011
Within Groups	42.288	117	.361		
Total	45.700	119			

Result of ANOVA of 0.11 shows that there exists a significant difference in mean responses of employees of the different departments under study regarding this factor. It is probably because aspirations for career developments among the employees in different department tend to be different.

Following is the analysis of the responses employees at in the three departments under study about the growth opportunities provided to them by Huawei:

Table 5.33: Extend of growth opportunities provided by Huawei

Department	Mean
Marketing and sales	2.26
Customer services	2.29
IT	2.31

Above table shows that employees in the three different departments on average agree that Huawei provides them with ample growth opportunities. The marketing and sales department staff agrees relatively the most that Huawei provides them with growth opportunities to sharpen their skills. The customer services people agree relatively less that these growth opportunities are present at Huawei. Employees in the IT department agree relatively least on this matter. This shows that all the departments are not equally satisfied by the growth

opportunities provided by Huawei. So, Huawei should work on providing more growth opportunities to all the departments.

Table 5.34: Comparison of mean of responses of different departments with respect to growth opportunities provided by Huawei

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.047	2	.024	.033	.968
Within Groups	85.130	117	.728		
Total	85.177	119			

The significance level between mean responses of employees for different departments with respect to the growth opportunities provided by the organization is 0.968 which shows that there is no significant difference between the mean responses of employees for different departments regarding the growth opportunities provided by the Huawei. It is probably because same growth opportunities are provided to the employees within the whole organization.

5.7.5 Reputation of the organization in the market:

Employees at Huawei in the three departments which were being studied by us, hold following opinions on importance of reputation of an organization:

Table 5.35: Responses of employees regarding the importance of reputation of organization

Department	Mean
Marketing and sales	1.72
Customer services	1.63
IT	1.59

Above table shows that employees on average give importance to reputation of an organization. These employees think reputation of the organization plays a very valuable role in attracting as well retaining employees and it creates a sense of association among the employees. They also believe that employees like to work for an organization with good repute. Good reputation is not equally important to all the employees in each department at Huawei. It is relatively most important to the employees of IT department and it is relatively least important for the employees of marketing and sales department.

Table 5.36: Comparison of mean of responses of different departments with respect to importance of reputation of an organization

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.372	2	.186	.380	.685
Within Groups	57.220	117	.489		
Total	57.592	119			

The significance level between mean responses of employees for different departments with respect to reputation of the organization is 0.685 which shows that there is no significant difference between the mean responses of employees for different departments. Good reputation of the organization plays a very valuable role in attracting as well retaining employees and it creates a sense of association among the employees.

We tried to inquire about the reputation of Huawei. We asked the employees in the three departments under study whether they feel that they are working for an industry leader or not. We got following results:

Table 5.37: Analysis of responses of employees regarding Huawei's reputation

Department	Mean
Marketing and sales	2.19

Customer services	2.58
IT	2.29

Employees in the marketing and sales and IT departments strongly agree that they are working for an industry leader, while employees in the customer services department agree slightly less on the matter. The results show that Huawei fulfills the expectations of the employees in two departments (marketing and sales and IT) regarding the organizational reputation, while employees in customer services department are not fully satisfied on this matter. Huawei should take steps to satisfy the employees in the customer services department regarding this matter.

Table 5.38: Analysis of means of responses of different departments with respect to reputation of Huawei.

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3.275	2	1.637	1.797	.170
Within Groups	106.592	117	.911		
Total	109.867	119			

The significance level between mean responses of employees for different departments with respect to reputation of the organization is 0.170 which shows that there is no significant difference between the mean responses of employees for different departments regarding the reputation of the Huawei. It is probably because in order to build the repute of the organization same methods are used within the whole organization.

5.7.6 Organizational Values:

We did following analysis on the responses of the employees on the importance of organizational values:

Table 5.39: Answers of employees regarding the importance of organizational values

Departments	Mean
Marketing and sales	2.19
Customer services	1.69
IT	1.95

Above table shows that on average employees in the three departments gives importance to the organizational values. Such values tend to affect all employees in different departments because they are standard guidelines that form the code of conduct in the organization. They are relatively more important for the employees in the customer services. They are relatively less important for IT department whereas these organizational values are least important for the employees of marketing and sales department.

Table 5.40: Evaluation of means of responses of different department with respect to importance of organizational values

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	4.856	2	2.428	3.280	.041
Within Groups	86.611	117	.740		
Total	91.467	119			

Organizational values having a significance level of 0.041 shows that there is a significant difference in mean responses of employees with respect to this factor. The figure shows that such values are not equally important to employees belonging to different departments. It may be because of the preferences of the employees in the different departments.

When asked about organizational values at Huawei, we got the following results:

Table 5.41: Opinions of employees regarding the organizational values at Huawei.

Department	Mean
Marketing and sales	2.19

Customer services	2.58
IT	2.29

All these employees in the three different departments agree that good organizational values are being practiced at Huawei and according to them one of their organizational values is mutual respect among the employees. We tried to evaluate one of the organizational values at Huawei i.e. mutual respects among the employees. Employees when asked whether their colleagues treat them with respect or not. Marketing and sales and IT strongly agree that their colleagues at Huawei treat them with respect. While employees in the customer department relatively less agree as compare to other two departments. These results show that mutual respect among employees is one of the organizational values at Huawei.

Table 5.42: Analysis of means of responses of different departments with respect to organizational values at Huawei

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	3.275	2	1.637	1.797	.170
Within Groups	106.592	117	.911		
Total	109.867	119			

Result of ANOVA of 0.170 shows that there does not exist a significant difference among the mean responses of employees in the departments under study regarding the organizational values of Huawei. It is probably because same organizational values are practiced across the whole organization.

CHAPTER 6: CONCLUSION AND RECOMMENDATIONS

6.1   Conclusion:

After going through several sources and conducting in depth literature review, the fundamental factors were found out that are important regarding employer branding include reputation of the organization in the market, organizational values, organizational culture, growth opportunities, compensation package and open communication.

First factor is the reputation of an organization in industry. The secondary data research clarifies that reputation refers to how people evaluate an organization. A good reputation tends to increase the possibility of applicant applying to the organization. It helps to build a positive image in the minds of potential employees and helps a company gain competitive advantage (Edwards, 2009). Organizational success as a good place to work can be achieved by being different from the direct competitors. Product brands that are different from competitors are more successful. Same goes for employer brand; a highly differentiated organization has a competitive advantage in winning the war for talent (Moroko et al. 2008). So people like to work for an organization that has a good reputation. (Schalger et al. 2011).A trustworthy employer reduces the perceived risk among employees and increases the quality of firm (Wilden et al. 2010). According to the employees of all the three departments of Huawei under consideration, reputation is an important factor for employer branding and they believe Huawei has a good reputation.

The next factor was organizational values. Through literature review it was found that these values refer to the extent to which an organization is team oriented, employee focused and has a respectful environment. This has been seen to have a significant impact on existing employees as they tend to be more satisfied with their job and are able to identify with the organization. As for potential employees, the expected social values positively influence a company's image (Schalger et al. 2011).When inquired about organizational values at Huawei from the respondents, it was established that these values are more important for workers in the marketing and sales department as compared to IT department. All of the sectors mutually agreed that good organizational values are practices at Huawei.

Organizational culture was the third factor. The literature review shed light on the area that the overall employee management conditions like information about working conditions, employee-employer relationship, accountability, experience, opportunity to grow when perceived as favorable by potential employee tends to increase the attractiveness of the company and creates a positive image which in turn makes it an employer of choice (Edwards, 2009). After primary research it was established that all the personnel in the departments at Huawei agreed that culture was the most important factor when it comes to attracting new talent. And according to them, the culture of Huawei was not that bureaucratic rather it was flexible.

Growth opportunities was another factor looked at, according to literature chances of personal growth for the employee can have a major impact in making an employer the employer of choice. Organizations that provide growth opportunities are always preferred to the ones that don't. Growth opportunities refer to the ability of an organization to provide training and development opportunity to its employees. It seems to positively enforce both existing as well as potential employees as it increases job satisfaction among existing employees and organizational preference among potential employees (Schalger et al. 2011). Through our survey results it was established that employees from the completely all of the areas considered this factor to be an important one when talking about employer branding efforts. IT department considers it to be a very important factor for attracting new employees. While all of them settled that Huawei provides them with adequate growth opportunities.

Taking into account the fifth factor which is compensation package, through the research at Huawei, it was discovered that the entire staff considers it to be a very important factor to attract prospective applicants from the market. And they also approved that Huawei is providing sufficient compensations and perks. Lastly open communication in the organization was also an important consideration. The entire workforce at Huawei finds open communication to be very significant and also agreed that they have open communication at Huawei

The overall analysis was done through both quantitative as well as the qualitative data so as to get goo insight about the employer branding practices at Huawei. There are two basic types of employer branding that were considered, firstly was the internal branding and the second one was external branding which includes recruitment branding. Internal branding are the branding efforts done for the existing employees, to make them satisfied and happy with their job. On the other hand, recruitment branding are branding efforts done to attract potential and capable

employees from the market. As shown by the questionnaires and interviews conducted, the people working at Huawei agree that they almost have every factor needed for employer branding in their organization. These factors include good compensation packages, open communication, growth opportunities and so on and so forth.

6.2   Recommendations:

Success of an organization entirely depends on the people working in it. Recruiting the right people can help a company build and prosper. Having clear recruitment branding practices helps the people searching for jobs knowing whether they are suitable for an organization or not. Huawei can take the following practical steps to fulfill the gap that is restraining its potential employees from joining it and moreover to strengthen its recruitment branding efforts:

1. As the managers were interviewed, they said that they are planning to promote themselves through social media but have not started it so far. Considering the competitive environment in which they are operating, they are not paying heed towards promoting themselves as an "employer of choice" on social media until now which is costing them a lot, as all its competitors are doing so. They should make themselves visible on social media specially portals like LinkedIn. A lot of successful people in the area of business are spending lot of time on sites like Facebook, Twitter, YouTube and blogs nowadays too, so Huawei should also be present on these platforms. Also our research shows clearly that the medium of information search when looking for a job that people use is internet. When asked employees regarding this, 46.7% of them listed the internet as their most preferred means of information search. (See Table 4.12)

2. They should ask their existing employees what attracted them to Huawei; ask them how they will describe Huawei as a workplace to their family and friends. Also to inquire about the negatives they have in mind about it. The positive factors that will be figured out from this survey should be enhanced as well as highlighted when giving out information about Huawei as a workplace. And for the negative ones, company should try to minimize and eliminate them. As word of mouth is also one of the preferred medium when searching information about a job. 15% of the people working in Huawei said in that they use word of mouth as medium for getting information. (See Table 4.12)

3. They should advertise their vacancies in a wider scope, not just placing an ad on the company website, but placing ads at some job web sites and college and university campus boards and on social media websites too. This is because we figured out that people use different medium when doing information search regarding a job such as internet, print media, word of mouth, and recruitment agencies and so on and so forth (See Table 4.12)

4. When asked to name some incentives that Huawei provides to its employees and competitors do not, one of the interviewee answered "There is no such thing that we do and others don't do, moreover everything is similar". This shows that Huawei has no USP (Unique Selling Proposition). It can introduce new technologies and systems which will attract many potential employees as they will find something new to work in the telecom industry.

References

[1] Aggerholm, H. and Sophie, A. and Thomsen, C. (2011).Conceptualising employer branding in sustainable organizations. *Corporate Communications: An International Journal.* Vol. 16 Iss: 2, pp. 105 – 123

[2] Ashraf, H. and Khalid, M. and Maqsood, S. and Kashif, M. and Ahmad,Z. and Akber,I. (2011). Internal Branding in Telecommunication Sector of Pakistan:Employee's Perspective. *Asian Journal of Business Management3(3*): 161-165, 2011. ISSN: 2041-8744.

[3] Babčanová, D.andBabčan, M. and Odlerová,E. (2010). Employer Branding – source of competitiveness of the industrial plants. *Research PapersfacultyOf Materials Science and Technology InTrnava Slovak University Of Technology In Bratislava.* Vol: 29, 54-90

[4] Backhaus, K. and Tikoo, S. (2004). Conceptualizing and researching employer branding.

[5] *CareerDevelopment International*. Vol. 9 Iss: 5, pp. 501 – 517

[6] Backhaus, K. and Tikoo,S. (2004). Emerald Article: Conceptualizing and researching employer branding. *Career Development International.* Vol: 9 Iss: 5, 501 – 517.

[7] Berthon,P. (2005). Captivating company:dimensions of attractiveness in employer branding.*Internationa journal of advertising*. Vol: 25 pp.49-64

[8] Borgohain, S. (2010). *Key factors and challenges for retention of employees in a public sector enterprise*. Unpublished paper presented at International Center for Promotion of Enterprises. University of Ljubljana, September 2010.

[9] Botha,A. and Bussin, M. and Swardt, L. (2011). An employer brand predictive model for talent attraction and retention. *SA Journal of Human Resource Management.* Vol. 9(1), Art:388,   pp.1-12

[10]   Burmann, C. and Konig, V. (2010). Does internal brand management really drive brand commitment in shared-service call centers.*Journal of Brand Mangement.*Vol: 18, 6,374-393

[11]   Davies,G. (2008). Employer branding and its influence on managers. *European Journal of Marketing.* Vol.42, pp. 667 – 681

[12]   Edwards, M. (2009). An integrative review of employer branding and OB theory. *Personnel Review*. Vol. 39 Iss: 1, pp. 5 – 23

[13]   Foster, C. and Punjaisri, K. and Cheng, R. (2010). Exploring the relationship between corporate, internal and employer branding. *Journal of Product & Brand Management*. Vol. 19 Iss: 6,   pp. 401 – 409

[14]   Hieronimus, F. and Schaefer, K. and Schroder, J. (2005). Using branding to attract talent. *The MckinseyQuaterly. Vol: 3, 28-39*

[15]   Kimakorn, N. and Tocquer, G.(2007).Employees' commitment to brands in the service sector: Luxury hotel chains in Thailand. *Brand Management.*Vol:16, 532 -544.

[16]   *Lalwani, N. and Parmar, A. (2012). An empirical study on external and internal employer branding. International Journal of Research in Social Sciences*. Vol. 2 Iss: 3, pp. 167-179

[17]   Lara, M. and Uncles, M. (2012). Employer Branding. *Wall Street Journal.* Vol: 43, 33-67

[18]   Mandhanya,Y. and Shah.M. (2010). Employer Branding-A tool for talent management. *Global Management review.* Vol.4, pp. 43-47

[19]   Martin,G. (2011). Is there a bigger and better future for employer branding? Facing up to innovation, corporate reputations and wicked problems in SHRM.*The International Journal of Human Resource Management.* Vol: 22:17, 3618-3637

[20]   Martin,G. (2011). Is there a bigger and better future for employer branding? Facing up to innovation, corporate reputations and wicked problems in SHRM. *The International Journal of Human Resource Management.* Vol.22:17, pp. 3618-3637

[21]   Maxwell,R. (2009). Motivating employees to "live the brand": a comparative case study of employer brand attractiveness within the firm. *Journal of marketing management.* Vol. 25, pp.893-907

[22]   Moroko, L. and Uncles, M. (2008). Characteristics of successful employer brands. *Journal of Brand Management.* Vol. 16 Iss: 3, pp. 160-175

[23]   Scahlger, T. and Bodderas, M. and Maas, P. and Cachelin, J. (2011). The influence of the employer brand on employee attitudes relevant for service branding: an empirical investigation. *Journal of Services Marketing.* Vol. 25 Iss: 7, pp. 497 – 508

[24]   Shah.M. (2011). Talent retention through employer branding. *Journal of Marketing & Communication*.Vol.6 Iss:3, pp. 30-33

[25]   Sutherland, M. and Torricelli, D. and Karg, R. (2002). *Employer of choice branding* for *knowledge workers.South African Journal of Business Management*. Vol. 33 Iss: 4, pp. 13-20

[26]   Turban, D. and Cabel, D. (2003). Firm reputation and applicant pool Characteristics. *Journal of Organizational Behavior*. Vol. 24 Iss: 2, pp. 105 – 123

[27]   Wilden, R. and Gudergan, S. and Lings, I. (2010). Employer branding:strategic implications for staff recruitment. *Journal of Marketing Management.* Vol: 26:1-2,56-73

[28]   Wilden. R. and Gudergan, S. and Lings, I. (2010). Employer branding: strategic implications for staff recruitment. *Journal of Marketing Management.* Vol. 26:1-2, pp. 56-73

QUESTIONNAIRE

Gender: ☐ Male ☐ Female

Department:
☐ Marketing and sales
☐ Customservices
☐ IT
Age:
☐ 21 – 30
☐ 31– 40
☐ 41 – 50
☐ 50 +

Q1. How long have you worked in this organization?

1. ❑Less than 1 year
2. ❑1 to less than 2 years
3. ❑2 to less than 5 years
4. ❑5 to less than 10 years
5. ❑10 years or more

Q2. What were the main reasons for pursuing a career at Huawei Islamabad?

1. ❑ Attractive workplace
2. ❑Competitive compensation
3. ❑Challenging position which will flourish your skills and help achieve personal goals
4. ❑ Easy to get job

Q3. In your opinion, how important are the following factors in terms of influencing your decision to stay or leave your current organization.

Factors	Very Important	Imp ortant	Neu tral	Unim portant	Very Unimportant
Organiz ational Culture					
Compen sation Package					
Open Communication					

		1	2	3	4	5
Growth Opportunities						
Reputation of the organization in the market						
Organizational Values						

Q4. When you consider joining a company, how do you search for information or advice?

1. ❑ Internet
2. ❑ Print media
3. ❑ Recruitment agencies
4. ❑ Word of mouth

Q5. If given a better opportunity to work somewhere else, would you stay or leave the organization?

1. ❑ Stay
2. ❑ Leave

Q6. To what extent do you agree or disagree with the following statements?

		1	2	3	4	5
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Reason: To determine whether factors important for employer branding are present or not?						
	The culture of my organization encourages teamwork.					
	My work environment is exciting and creative.					
	Working relations between staff in the organization are congenial.					

	My organization culture helps attract new talent.				
	My organization empowers me to make decisions.				
	Communication in the organization is clear and consistent.				
	Employees are encouraged to openly communicate at all levels.				
	By working for my organization I am able to reap generous benefits and perks.				
0	My organization provides me opportunities for advancement.				
1	My organization provides me opportunity to develop highly specialized skills.				
2	Regular training sessions are conducted to enhance my skill set.				
3	I feel I have the respect working for an industry leader.				
4	I feel my colleagues treat me with respect.				
	Reason: To find out the level of commitment employees have towards the				

organisation under study						
5	I would accept almost any job to keep working for this organization.					
6	I find that my values and organization's values are very similar.					
7	I am proud to tell others that I am part of this organization.					
8	This organization really inspires the very best in me in the way of job performance.					
9	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.					
0	I really care about the fate of this organization.					
1	For me, this is the best of all possible organization for which to work.					
2	I know what is expected of me at my job.					
3	I am able to do what I do best every day.					

Thank you for your time ☺

INTERVIEW GUIDE FOR MANAGERS

To find out factors critical in making an organization an employer of choice.

What factors do people take into account when applying and pursuing a career at any organization?

Where have you worked previously? What attracted you to join Huawei Islamabad?

In your opinion is an organization's reputation related to the number of applicants seeking employment with the organization?

To determine whether factors important for employer branding are present at Huawei so as to determine which factors can be improved to make it an employer of choice for existing and new employees.

How would you describe the culture of your organization?

What features of Huawei's organizational culture do you believe help in motivating and retaining employees?

Are your employees aware about the values of your firm?

What kind of people practices do you have in your organization?

How do you create a sense of loyalty and commitment in your employees?

Do current employer branding practices at your organization align with your business strategy and basic reward practices? How?

What types of rewards do you offer to your employees? (Both extrinsic and intrinsic)

Has your organization changed any reward component as part of employer branding practice in the past?

Were the results of that decision favorable or not?

Name some rewards you provide to your employees that you feel your competitors don't?

What kind of an image of the organization as a workplace do you intend to promote to potential employees?

What efforts do you make in this regard?

According to you what is the key positive point of your firm that it aims to sell to potential employees?

How does your organization communicate itself as a desirable place to work to existing and potential employees?

How do you do to attract the best talent from engineering and business schools and other companies?

Does your organization take care of an employees need for personal as well as professional growth? If so how?

How would you describe the turnover rate in your organization?

What plans and processes are developed by your organization to track and manage the existing employee talent?

How often do employees who have quit return to your organization?