Chapter 6

Findings, Suggestions and Conclusion
Chapter VI
Findings of the Study

6.1 Introduction
In this chapter, the Researcher will discuss findings and implications of the study. Recommendations will be given as well as suggestions for further research in the chosen area.

6.1.1 Demographic Profile of the Respondents

Gender: The Respondents’ profile demographics were dominated by male (64%) followed by female (36%) respondents. The presence of male respondents (16%) and female respondents (15%) were very close. As age and experience progressed, female respondents’ presence was diminishing.

Number of Employees: The respondents opined that under less than 250 employee base category - there was no Indian organization that has less than 250 employees in a particular strategic business unit of a particular organization. Whereas there are 5 percent of respondents who opined that they belong to a foreign company working in India.

The respondents opined that under 251-500 employee base category - there was no Indian organization that has less than 500 employees in a particular strategic business unit of a particular organization. Whereas there are 4 percent of respondents who opined that they belong to a foreign company working in India.
The respondents opined that under 501-1000 employee base category – 30 percent respondents belong to Indian organizations and working in a particular strategic business unit of a particular organization. Whereas there are 4 percent of respondents who opined that they belong to a foreign company working in India.

The respondents opined that under above 1000 employee base category – 37 percent respondents belong to Indian organizations and working in a particular strategic business unit of a particular organization. Whereas there are 21 percent of respondents who opined that they belong to a foreign company working in India.

6.2.1 The Researcher made an attempt to understand the opinion of Talent Attraction factors from the respondents belong to IT / ITES sector.

a. Reasons to Choose Present Organizations

The outcomes of the factors have been placed in the order of its importance. i.e Reputation and Brand (54.60), Personal Growth (47.70), Career Advancement (28.70), Compensation (28.20) across its respondents’ profile.

b. Reasons to Choose Present Organizations based on Gender

The ‘Reputation and Brand’ factor has gained relatively more important reasons for male respondents (56%) than that of female respondents (44%). Similarly for other factors like personal growth, career advancement and compensation, the same trend was followed. But among the factors, ‘compensation’ was highly acclaimed factor (67%) for male respondents; personal growth (47%) for female respondents to choose a particular organization.
c. Reasons Choose Present Organizations based on Age

- Personal Growth: For a 25 years group respondents – 37 percent of respondents opined that personal growth has been the important factor to choose an organization. The same factor has been placed highest for 26-35 age groups.

- Compensation: 53 percent of respondents opined that ‘compensation’ is an important factor for 26-35 years age group.

- Career Advancement: 55 percent of respondents opined that ‘career advancement’ is an important factor for 36-45 years age group

- Reputation and Brand: 53% percent of 36-45 years age group respondents opined that ‘reputation and brand’ is an important reason to choose a career.

- 56% of respondents belonging to a age group of 26-35 years have chosen all factors as important to choose a particular organization. This was followed by 32% of respondents belonging to age group of 25 years.

d. Reasons to Choose Present Organizations based on Type of the Organization

- 75 percent of respondents who belong to Indian Companies and 25 percent of respondents who belong to foreign companies opined that reputation and brand are the important factors to choose a particular organization.

- 65 percent of respondents belonging to Indian Companies and 35 percent of respondents belonging to a foreign company opined that ‘personal growth’ is an important factors to choose a particular organization.
61 percent of respondents belonging to Indian Companies and 39 percent of respondents belonging to foreign company opined that ‘career advancement’ is an important factor to choose a particular organization.

69 percent of respondents belonging to Indian Companies and 31 percent of respondents belonging to foreign company opined that ‘compensation’ is an important factor to choose a particular organization.

Among the four factors like - Reputation and Brand, Personal Growth, Career Advancement, Compensation; for Indian companies – reputation and brand (75%) has been placed as important factor. For foreign companies, career advancement (39%) has been placed as important factor to choose a particular organization.

6.2.2 The Researcher made an attempt to understand which factors influence to choose a present organization especially in IT / ITES sector.

The outcome of the respondents opinion have been placed in the order of its priority like Reputation of the company (56.50), Word of Mouth (54.20), Market Related Resources (36.10), Employee’s Reference (29.20), and Friends and Relatives (19.00). The ‘Reputation of the Company’ has played a major role in selecting an organization as per the opinion of the respondent. The connecting factor like ‘word of mouth’ also has played an important role in selecting an organization as per the opinion of respondents.
6.2.3 The Researcher made an attempt to understand which reference-sources are playing an important role to choose a present organization especially in IT / ITES sector.

Articles in Media (50.50), Campus Recruitment (45.40), Personal Contacts (41.70), Job Portals (41.20), Company Website (40.30), Employment Office (26.90), Advertisements (23.60) and Internship (16.20), are playing an important role in choosing a particular organization by the respondents.

6.2.4 The Researcher made an attempt to understand the effectiveness of Talent Attraction Programs employed by the organizations

The opinions of respondents about the effectiveness of talent attraction program employed by organizations are effective. The table 4.2.4 highlights the opinion of respondents about the employer attraction program and by applying simple weighted average; the obtained mean weight is 2.59 which are equal to 3.00.

- **Opinion about the talent attraction program based on Demographic variables:**

  The respondents’ opinion about the employer attraction program of the present organization is based on their demographic background like Gender, Age, Educational Qualification, Type of the Organization, Number of Employees in the Organization, Present Level in the Organization, Joining Level in the Organization, Number of Years of Experience with Present Organization, Total Experience and Monthly Income.

  In order to test if significance or insignificance exists in the opinion, ANOVA has been employed. The respondents’ opinions about the attraction program have been collected as interval scale and that has been taken as a dependent factor.
Demographical variables (Gender, Age, Educational Qualification, Type of the Organization, Number of Employees in the Organization, Present Level in the Organization, Joining Level in the Organization, Number of Years of Experience with Present Organization, Total Experience and Monthly Income) of respondents have been taken as independent variable. By applying ANOVA test with the help of SPSS package, the significant value obtained for Gender (0.031), Age (0.140), Educational Qualification (0.000), Type of the Organization (0.001), Number of Employees in the Organization (0.009), Present Level in the Organization (0.000), Joining Level in the Organization (0.377), Number of Years of Experience with Present Organization (0.050), Total Experience (0.000), Monthly Income (0.000). Since the obtained significant values for Age (0.140), Level in the organization (0.377) were more than 0.05, the null hypothesis was accepted. i.e there is no significant difference that exists in the opinion of respondents about the Employer Attraction program of the employer based on the demographic variables of Age, Type of organization, level in the organization. Whereas remaining variables, the obtained significant values of Gender, Educational Qualification, type of the organization, number of employees in the organization, present job level in the organization, experience with present organization, total experience and monthly income have been less than 0.05 level. Hence, the null hypothesis was rejected since there is a significant difference between certain demographic variables and employer attraction program.
6.2.5 The Researcher made an attempt to understand the effectiveness of various attributes to attract talent

These above mentioned factors shows effectiveness of various attributes related to attracting talent of respondents in their present organization. The attributes involved in attracting talent and opinions about those attributes among the respondents have been measured with the help of simple weighted average. i.e Career Development (2.667), Flexible Working Hours (2.611), International Exposure (2.602), Salary Package (2.593), Employee Participatory Programs (2.519), Potential Appraisal (2.513), Work Place Autonomy (2.495), Rewards and Recognition (2.463), Medicare (2.407), Comprehensive Relaxation Program (2.366), Non-monetary Benefits (2.255), Family Counseling and Support (2.236), Employee Stock Option Plans (2.167)

The opinions about effectiveness of Talent Attraction have been measured with the help of 3-point interval scale namely Effective, Neutral and Ineffective. These scales are assigned with weights of 3, 2, and 1 respectively.

6.2.6 The Researcher made an attempt to understand the effectiveness of various attributes to attract talent (External Factors)

The mentioned factors show the effectiveness of various attributes related to attracting talent in their present organization. i.e Product / Service Brand (4.532), Articles in Media (4.426), Friends at the organization(4.227), Company Website (4.106), Advertisements (4.093), Campus Recruitment (4.037), Personal Contacts (4.023), Word of mouth (4.019), Job Portals (3.880), Employment Office (3.866), Internship (3.727). These attributes involved in attracting talent and opinion about those attributes among the respondents have been measured with the help of simple weighted average. The opinions about effectiveness of Talent Attraction have been measured with the help of 5-point interval scale namely Very
Effective, Effective, Neutral, Ineffective, and Highly Ineffective. These scales are assigned weights of 5, 4, 3, 2 and 1 respectively.

6.3.1 The Researcher made an attempt to understand the effectiveness of retention strategies of an organization

Employee retention, especially of best, most desirable employees, is a key challenge in organizations today\textsuperscript{42}.

The opinion of respondents about the employer retention strategies is neutral. By applying simple weighted average, the obtained mean weight is 3.39 which are equal to 3.00. So it is inferred that, the opinion of attraction program is neither effective nor ineffective. This could be a reason to be cautious. The attraction strategies are effective and retention strategies are neutral.

Type of Organization: The outcome of the analysis shows the effectiveness of Talent Retention related factors employed by the organization based on type of organization. None of the respondents belonging to Indian Companies expressed that the talent retention factors are highly ineffective. 0.9% respondents who belong to foreign companies also have the same opinion. 3.7% of respondents who belong to Indian Companies and 5.1% respondents who belong to foreign companies feel that the talent retention strategies are ineffective. 30% respondents who belong to Indian Companies, and 13% who belong to foreign companies expressed that talent retention strategies are neither effective nor ineffective.

31% of respondents from Indian companies, 14% respondents from foreign companies outline that Talent Retention strategies are effective. 2.3% respondents from Indian companies and only 0.5% respondents from foreign companies expressed that Talent Retention strategies are highly effective.

**Level in the Organization:** the outcome of the analysis shows the effectiveness of Talent Retention strategies employed by the organization based on level in the organization. None of the respondents who belong to entry and senior level have expressed that the talent retention factors are highly ineffective. Whereas 0.9 percent middle level employees have expressed that the talent retention strategies are highly ineffective.

- 1.4 percent of entry and senior level, 6 percent of middle level respondents (employees) have expressed that the talent retention strategies are ineffective.
- 29 percent of entry level, 13 percent of middle level and 2 percent of senior level employee respondents have expressed that talent retention strategies are neither effective nor ineffective.
- 11 percent of entry level, 25 percent of middle level and 9 percent of senior level employee respondents have expressed that the talent retention strategies are effective.
- 0.5 percent of entry level, 1 percent of middle level and senior level employee respondents have expressed that talent retention strategies are highly effective.

**Present Experience:** The outcome of the analysis shows that the effectiveness of Talent Retention strategies employed by the organization based on present experience in the organization is as follows.
1 percent of respondents belong to 3 years of experience have expressed that the talent retention factors are highly ineffective. Whereas other groups like 3-5 years, 5-10 years, and above 10 years of experience group have not expressed that the talent retention strategies are highly ineffective.

6 percent of respondents who belong to 3 years of experience and 1 percent of respondents who belong to 3-5, 5-10, above 10 years of experience group have expressed that the talent retention strategies are ineffective.

34 percent of respondents who belong to 3 years of experience, 4 percent of respondents who belong to 3-5 years of experience and 1 percent of respondents who belong to above 10 years of experience have expressed that talent retention strategies are neither effective nor ineffective.

29 percent of respondents who belong to 3 years of experience, 10 percent of respondents who belong to 3-5 experience groups, 5 percent of respondents who belong to 5-10 experience group and 1 percent of above 10 years of experience group have expressed that the talent retention strategies are effective.

1 percent of respondents across experience groups have expressed that talent retention strategies are highly effective.

Total Experience: The outcome of the analysis shows the effectiveness of Talent Retention strategies employed by the organizations based on total experience in the organization.

1 percent of respondents belonging to 5-10 years of total experience group have expressed that the talent retention factors are highly ineffective. Whereas other groups like 3 years, 3-5 years and above 10 years of experience group have not expressed that the talent retention strategies are highly ineffective.
- 1 percent of 3 years’ of experience group, 2 percent of 3-5 years of experience group, 4 percent of 5-10 years of experience group and 3 percent of above 10 years of experience group have expressed that the employee retention strategies are ineffective.

- 7 percent of 3 years’ of experience group, 29 percent of 3-5 years of experience group, 12 percent of 5-10 years of experience group and 3 percent of above 10 years of experience group have expressed that the employee retention strategies are neither effective nor ineffective.

- 9 percent of 3 years’ of experience group, 14 percent of 3-5 years of experience group, 15 percent of 5-10 years of experience group and 6 percent of above 10 years of experience group have expressed that the employee retention strategies are effective.

- 1 percent of 3 years’ of experience group, 5-10 years of experience group and above 10 years of experience group have expressed that the employee retention strategies are very effective.

6.3.2 The Researcher made an attempt to understand the opinion about the effectiveness of Talent Attraction and Retention factors of the organization

The outcome of the analysis shows effectiveness of various attributes related to attracting and retaining talent in their present organization. i.e International Career opportunity (4.269), Good reference for future career (4.245), Flexible Working Hours (4.236), Challenging Tasks (4.097), Secure Employment (4.079), Skill Enrichment / Job Rotation(4.023), Inspiring Colleagues (3.968), Financial Benefits (3.944), Training Programs (3.912), Leave and Vacation Policy (3.907), Transportation (3.681), Post-Employment Benefits (3.542), Stock
Options (3.449). The attributes involved in attracting and retaining talent and opinion about those attributes among the respondents have been measured with the help of simple weighted average. The opinions about effectiveness of Talent Attraction have been measured with the help of 5-point interval scale namely Highly Effective, Effective, Neutral, Ineffective, Highly Ineffective. These scales are assigned weights of 5, 4, 3, 2, and 1 respectively.

6.3.3 The Researcher made an attempt to understand the opinion about the effectiveness of Employer Branding Dimensions in retaining Talent.

The following 11 employer brand dimensions were chosen to study, namely career development, communication systems, fairness and cooperation, people management, practices and policies, performance management, post-employment, recruitment and induction processes, reputation of the organization, rewards and recognition, vision and leadership and work environment.

The outcome of the study explains that five dimensions were influencing employees not only to get attracted to the organizations but also to retain by employers. They are Communication Systems (4.25), Reputation of the Organization (4.23), Career Development (4.18), Vision and Leadership (4.16), People Management, Practices and Policies (4.11). Interestingly, the variation among other dimensions were very negligible, hence it would be important to have closest dimensions like Fairness and Cooperation (4.09), Recruitment and Induction Processes (4.06) in to account while retaining talent. Among the top factors, the communication systems and reputation of the organization were considered to be most important factors that may influence not only getting attracted but also be used as tool to retain by an employer.
6.3.4 The Researcher made an attempt to understand the criteria and its importance in retaining talent.

The outcome of the study explains that the following factors may act as important criteria to retain employees. The opinion of the respondents has been placed in the order of its weightage. Those are Career Development Possibilities (2.88), Brand Image & Reputation (2.83), Salary and Benefits (2.79), Employment Security (2.72), Leadership (2.53).

6.3.5 The Researcher made an attempt to understand the agreement level of factors of employment offer.

The outcome of the study explains that the following factors may act as important factors to connect employee and employer through 7Cs of employment offer. i.e Connectivity, Clarity, Creativity, Consistency, Continuity, content and Compensation. From the opinion of the respondents, the following statements have been placed in the order of its mean weight. The statement is as follows

- My Job deliverables have clarity & My Employer encourages creativity at the work place (4.16)
- Employees are emotionally connected with the organization (4.15)
- I have autonomy in decision making at my work place (4.04)
- My Employer compensates at par with Industry Norms (CTC) (3.83)
- My Employer provides Medical, Educational Allowances for my family (3.82)
- My Education has connectivity with profile of the job (3.80)
- My Employer Provides On duty Special Allowances(3.74)
- My Job deliverables have consistency & My Job deliverables have continuity (3.69)
- My family and I are emotionally connected to the organization (3.59)

These factors have been factored into four after applying the concept of factor analysis. According to the new factors, these statements have been labeled as Connectivity, Clarity & Creativity, Consistency & Continuity, and Content. Another important factor called ‘Compensation’ which is an integral part of those factors.

6.3.6 The Researcher made an attempt to understand the medium of preference by employees to communicate about Employer Brand?

The outcome of the study was very interesting to note that the employees would like to use optimal channels to communicate about employer brand of their organizations. Among 16 communication outlets, the top 5 channels would help to communicate about employer brand of an organization. i.e. Employee referral program (4.44), Employee Brand Ambassadors (4.30), Career websites (4.22), Performance Appraisal Process (4.21), Training and Development programs (4.21)

6.3.7 The Researcher made an attempt to identify few parameters through employees’ response that lead to a sustainable model of Employer Branding. (Note: the respondent does not know about model or representation of 8Ps of Employer Branding)

Among the parameters (Job Profile, Competitive Compensation package, Job Position, Employee Engagement Process, promotion opportunities, Relationship with Peers, Personnel Transformation, and Promise) of 8Ps of Employer Branding; the weighted mean scores of Relationship with PEERS & Supervisors (4.57), Job Description and Job PROFILE (4.50), PROMOTION Opportunities (4.46), Competitive Compensation PACKAGE (4.43), Job
POSITION with reference to location, reporting system and span of control (4.35), Employee Engagement PROCESS (4.31), PERSONAL Transformation (4.24), Adherence towards PROMISE (4.14). It may be interesting to note that the variation among the factors are very minimal and all the factors are scored above 4, which is nothing but all factors are important to retain an employee, according to the opinion of respondents.
6.4 Suggestions

The Researcher made an attempt to suggest few recommendations derived out of the study, observation of sector and secondary data. These recommendations may be applicable to stakeholders and respondents of Information Technology and allied sectors. At the same time these recommendations may have some relevance to other service sectors that operate in similar settings.

Strong employer brand is very imperative to recruit, engage and retain the best people, because, competition for qualified and skilled personnel in labor market will intensify across business value chain. Hence, a strong employer brand is an essential asset in this “war for talent”

The following suggestions are segregated into two segments. One is to attract the talent with the help of employer brand tool and another one is to emphasize on retaining the talent with the help of employer brand tool. Certain recommendations were made based on the key learning from the study.

Talent Attraction Perspective

- **Key Learning:** The speed of response throughout the recruitment process has a significant impact on whether a prospective candidate will accept or decline a job offer.
  - **Suggestion:** In the current IT/ITES market, most good candidates are pursuing two or three employment offer at any time, so delays in responding can result in the loss of suitable applicants. A slow response rate can also lead candidates to view the organization as disorganized or not placing enough importance on
the role they are recruiting for, which creates negative sentiment around the employer brand and can lead candidates to decline a job offer. To avoid this, employers must identify who needs to be involved in reviewing the profiles of the prospective candidates before advertising a job, and ensure that these staff members have time scheduled into their calendar to sort through profiles each day so that the organization can respond to applications in a timely manner. In addition, employers should ensure they have budgetary sign-off for the new role before advertising, as this is a factor that commonly creates delays in recruitment processes.

- It is also suggested that unsuccessful applicants are responded to and provided with the reasons why they will not be progressing to next level of recruitment/selection process; candidates who do not receive a response develop a great deal of ill-will towards that organization and are likely to discuss their negative experience within their circle of friends and co-workers, which can negatively influence other job-seekers’ opinions of the organization.

- **Key learning:** The time and duration of the recruitment process has a significant impact on how a prospective candidate views the potential employer and whether they continue through that particular the process.

  - **Suggestions:** Most recruitment processes tend to experience delays during the interview stage, which causes candidates to become increasingly uncomfortable, frustrated, particularly if they have not been provided with expected timeframes. To avoid this, employers should determine who needs to be involved in each interview stage and ensure these staff members are committed to timelines and have suitable availability to conduct interviews. This will enable employers to manage candidate expectations and explain the likely process from the outset.
The number of personnel involved in the interview process should also be kept to a minimum and employers should endeavor to conduct interviews for each role. In addition, employers should consider whether the process can be more streamlined, for example by having two staff members conducting a single interview or by conducting a panel interview. If time differences present a challenge, employers can also investigate whether a phone interview or Skype/video conference interview can be conducted.

**Talent Retention Perspective**

- **Key Learning:** The employee referral process has a significant impact on how the prospective candidate views the potential employer. Talent Retention strategies are a continuous process. The following are certain recommendations that may help to retain talent.

  - **Suggestion:** The employer needs to make an effort to communicate through his employees to give a 'realistic job preview' at the recruitment stage.

  - Employers need to ensure their existing employees understand the organization’s employer brand proposition, and that their behaviors reinforce these values. Key to this is to improve employee engagement. Employers should conduct surveys, focus groups and interviews with individuals and groups to gain insight into how employees view the employer brand proposition and help identify initiatives that can be implemented to improve their understanding. This process may greatly help to retain the existing workforce.

  - Conversely, if employee feedback indicates that their perception of the organization is wildly different to the organization’s stated employer brand proposition, employers must ensure they investigate this and if necessary, adjust their employer brand proposition to one that is more accurately reflected by actual business practices and employee behavior.
In addition, it is imperative that the employee(s) who interacts with prospective throughout the recruitment process — from HR through to the most senior line or process manager — have a very positive opinion of the organization. Even if any of employee of that organization is a little cynical about the workplace and unintentionally makes negatives comments or references in an interview, this will be viewed by the job-seeker as extremely unprofessional and reflect badly on the organization. Employers need to understand that only satisfied employees are instrumental in attracting and retaining the talent.

Organizations should not focus their resources on making their employees committed to the organization. Instead they should facilitate the fulfillment of other career patterns, be they professional transitions, and project oriented or personal commitments that in turn will facilitate their retention. The efforts made by the employer to clarify the career paths and possibilities are good, but they should try to enhance them by communicating the possibilities of learning and development that also are offered.

Employers need to make line managers or process managers accountable for staff turnover in their teams. Reward managers whose record at keeping people is good by including the subject in appraisals. Providing Training facility to line managers or process managers in effective supervision before appointing or promoting them.
Employer need to create more opportunities for individual employees to develop their skills and move on in their careers. Where promotions are not feasible, look for sideways moves that vary experience and make the work more interesting.

Employers need to disintegrate and discourage the culture of 'presenteeism' where employees feel obliged to work longer hours than are necessary simply to impress management.

Security and stability are greatly valued by most employees. It is the employer's responsibility to provide as much job security as possible. Employees who are made to feel that their jobs are precarious may put a great deal of effort in order to impress, but they are also likely to be looking out for more secure employment at the same time.

Employers have to ensure that they do not and never attempt to discriminate against employees on any unfair grounds. A perception of unfairness, whatever the reality when seen from a management point of view, is a major cause of voluntary resignations.

Employers need to ensure wherever possible that the employees have a 'voice' through consultative bodies, regular appraisals, behavioral surveys and grievance systems. More importantly, this needs to be monitored on regular intervals. It would be appropriate to monitor once in six months and place the report where employees can access. This helps to ensure that dissatisfied employees have every opportunity to sort out problems before resigning.
- From the study, it is evident that the overall pay-package is unlikely to play a major role unless it is way below the industry norms; perceived unfairness in the rewards and recognition of talent is very likely to lead to resignations.

- From the study, it has been observed that among the 8Ps of Employer Branding, the ‘Promise’ factor has a mean score of 4.14 out of 5 which has indicated as important factor for respondent. Had the importance score moved up and subsequently ranked among top five factors, it would help the organization or a sector to retain its talent effectively.
6.5 Conclusion

To elucidate how, the Researcher made an attempt to answer initial questions, presentation and conclusions derived from our research. To facilitate for the reader and to relate to the purpose of this thesis, we have headlined this chapter corresponding to our research questions.

6.5.1 There is Need to develop Employer Branding Metrics

Very few organizations measure employer brand in terms of recruitment and retention capabilities. There are several reasons why so few organizations measure Employer Branding. One is that there is no standard evaluation tool dedicated to measuring the effectiveness of Employer Branding. The Brand Asset Valuator (BAV) developed by Young & Rubicam and the global brand valuation done annually by Interbrand and Business Week are used to measure consumer brands, not employer brands. Another reason is that the definition of success for Employer Branding varies from one organization to another. The important point to keep in mind is that in order to measure the extent to which an employer brand contributes to the bottom line, it is necessary to develop common metrics for this purpose.

6.5.2 Employer Branding has an Internal and External Dimensions

A successful brand positioning is “built from the inside out.” That is to say, any proposition as an employer that is to gain respect and credibility has to be formed from an internal perspective. Knowing what excites and engages existing employees and combining that with an achievable aspiration is a good combination.

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43 Inside the Minds: Leading Marketers, Aspatore Books, 2001
External talent wants to see evidence of a consistent approach to employer experience; they want to know what lies within the organizational “DNA”. Employees repeatedly tell that they would like to influence the organization, its culture, and its behaviors. It is further evidence of this need to align the “me” brand with that of the organization. Fresh talent wants to see an organization that is going on a journey. They also want the opportunity to hop on board and help steer that journey. If we are being true to the definition of the word brand, then it has to be about experience. A brand promise is something you deliver as much as you communicate. By definition, it has an internal behavioral component.

6.5.3 The Scope of Employer Branding is Broad

About half of the respondents across the globe characterize Employer Branding as “The essence of our offering as an employer that is communicated internally and externally” by the organization. About one in five feel it is our current or potential employees that define the delivery of our human resources agenda, and one-fourth view it as a solution for the consistency, style and impact of our external recruitment marketing materials.

It is clear from the statistics in our question about employer brand definition that the scope of employer brand is broad. One in five people view it as a “built from the inside” experience. For those people, employer brand covers the entire employee lifecycle and behavior during the employee journey through the organization. This gives Employer Branding the opportunity to reflect a joint purpose for Human Resources. Slightly more people, however, still believe that Employer Branding is a predominantly externally focused, desired expression of the organization, designed to boost candidate pools. The middle ground is clearly the largest and reflects the evolution that we are going through globally. Jo Pieters, VP Global Resourcing at Philips in the Netherlands, has a great way of defining Employer

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44 Developing and managing a successful employer brand, Kim Harrison, Century Consulting.  
www.thehrsummit.com
Brand. He challenges organizations to think of it as a pre-sales, sales and after-sales process—each component of which requires equal attention. This corresponds with our view that Employer Branding is a tool by which to provide a purpose for all human resources activity, strategy and outputs.

6.5.4 Key Drivers

The key driver that moves organizations to develop an employer brand is the need to acquire talent in a very competitive labor market. “Any investor knows that an organization’s value stands and falls with the quality of the workforce. They increase an organization’s value as well as improve its brand and image.” (Nina Thonfeld, 2006)

For many organizations, Employer Branding still remains an exercise of profile and awareness building. The website is the shop window to the world that most respondents seem to be keen to dress. However, talent repeatedly emphasizes on the experiential aspects of an organization’s brand are the most compelling, such as the conversations they have with coworkers or people that they encounter at a job fair. Increasingly, it is also the unplanned brand interactions that are most significant. Those that occur when you hear someone in a social gathering or elsewhere in everyday life talking about employer and what it is like to work for them. Employees have a highly networked and insatiable desire to talk to each other. The recent and rapid rise of blogs is evidence of this fact. The future for Employer Branding has to live as much off the page as on it. It has to be about ensuring your employees are brand ambassadors rather than brand saboteurs. The brand has to be lived by each and every person that belongs to it.
6.6 Scope for further research

The Researcher has investigated this phenomenon that might be important for other knowledge intensive organizations operating in other sectors and believe that the results of this study could be applicable to other than participated companies. Thus it is viable to have further research in this area and would like to see an extended verification of the theories presented in this thesis.

While working on the PhD thesis, a number of ideas concerning future research occurred to me. To start with, the conceptual framework of 8Ps of employer brand can be seen as a map of theories and issues relating to the research topic. In other words, it is a composition of theories, which appeared to be of interest for this study. Thus, no matter how solid the conceptual framework is, there is always a risk that some empirical aspects might have been omitted from this thesis. It could therefore be of interest to conduct a quantitative study among a larger number of organizations to get a more complete picture of the determinants of the Employer Branding concept.

Furthermore, it could be interesting to scrutinize the companies that follow Employer Branding and analyze according to the companies than sector. Here, the research purpose could focus on comparison and identifications of possible dissimilarities. In addition, organizations that operate on a Business to Business level rather than Business to Customers might be less known and, therefore, the requirements for the Employer Branding concept might be higher. Concerning Talent retention, future research could focus on the perception and prioritization of the different instruments of respondents, who have a greater experience with this approach.
Thereby, it could be interesting to draw comparisons between the empirical findings of this thesis and future research in order to determine differences in the respondents’ valuation after they have got in contact with certain instruments. A final suggestion is concerned with taking another perspective than those of Employees and employers. For example, graduate students and post graduates; regional office personnel and head office personnel etc. Another angle to explore the study is ‘Employer Branding for SMEs’ which would help to strategize the recruitment and retention strategies of those organizations. Hence, it could be interesting to embrace other target groups both for the concept of Employer Branding as well as Talent management.