

## Investigating the Power of Employer Branding Attributes

Muhammad Kashif Khan and Imran Naseem

*Department of Management Sciences, COMSATS Institute of Information Technology, Abbottabad, Pakistan*

This study investigates the power of employer branding from different sectors in attracting young graduates from Pakistan. A survey questionnaire was used to obtain the data from 96 young graduates of Pakistan. Methodology used was correlation between the variables of employer brands, and cross tabulation for the comparison of employer brands in different sectors, in terms of the main attributes of employer brands, i.e. publicity, sponsorship activities, word-of-mouth endorsements and advertising. For data analysis, SPSS 20 was used. Data obtained from the young graduates was used for analyzing the sectors of employer brands with respect to the main attributes of employer brands. The results show that the employer brands in different sectors (Electrical and Telecom sectors prominently) focus well on publicity, word-of-mouth endorsements and advertising, whereas less attention is given towards sponsorship activities. In order to give a broader and clear picture, the young graduates should be tested globally for employer brand attributes, as only the young graduates from Pakistan were tested for this research work. This study examines the main attributes of employer brands on the young graduates of Pakistan, in order to find that what are their perceptions about employer brands in different sectors, and highlighting those attributes for employer brands, where attention is required.

**Keywords:** Employer branding, attributes, endorsements, Pakistan

### Introduction

The present business atmosphere is linked with the challenges of fierce worldwide competition, swift technological advancements and gradual increase in the value of employees' knowledge. As a result, the need for individuals, who are talented, independent and marketable, most particularly the young graduates, is increasing day-by-day. It all now depends on the employer brands that how they attract these young graduates in influencing their decision-making process to opt for their organization.


Organizations mainly develop their business strategies and aim their branding endeavours towards corporate brands and evolving products, but less attention is paid towards application of branding in the field of human resource. During the initial phase of recruitment process, the organizational behaviour and activities play a vital role in influencing the decision-making process of potential talent. To address this main concern, employer branding was introduced, in which the focus is on applying branding techniques in human resource management. In Pakistan, unfortunately, there is a void in promoting employer brand equity for recruiting prospective young talent. The stereotype techniques of the past are almost obsolete now. This gap can be filled by practical application of employer branding

techniques and focusing on the employer attributes of attraction for hiring fresh talent.

Here, we would focus on the young graduates from Pakistan only and try to learn that what are the factors that they find attractive and influence their decision-making process in giving preference to particular employer brands over the others. Employer branding in relation with employee attraction and retention have been researched previously in different parts of the world on several occasions. But very few research studies were found to have been conducted in Pakistan for investigating the power of employer branding in attracting young graduates. This research study is confined to the young graduates of Pakistan only, in order to find that what are the factors which they find attractive and influence their decision-making process in giving an edge to specific employer brands over the rest.

---

**Corresponding author:** Muhammad Kashif Khan  
Department of Management Sciences, COMSATS Institute  
of Information Technology, Abbottabad, Pakistan Email:  
princekashif90@yahoo.com

 This article is distributed under the terms of the [Creative Commons Attribution License](https://creativecommons.org/licenses/by/4.0/), which permits unrestricted use and redistribution provided that the original author and source are credited.

This research work does not address the concerns of other young graduates from the rest of the world, in relation with employer brands. The main objective of this study is to highlight the factors that the young graduates of Pakistan find attractive and influence their decision-making process in giving edge to certain employer brands over the other employer brands i.e. How do the young graduates of Pakistan perceive employer brands in different sectors as potential employer brands against the main attributes of employer brands?

This study would give us an insight into the minds of young graduates from Pakistan, on the factors they find more attractive in an employer brand. By highlighting those factors, the rest of employer brands can also improve their brand reputation & make their brand more attractive to the young graduates by applying those factors in their respective organizations. This would result in a win-win situation for the employer brands & young graduates of Pakistan.

## Literature Review

The findings and recommendations of some of the significant studies related to the attributes of employer branding and employee attraction have been classified as follows;

### Developed Countries

**Global Studies.** Caligiuri, Colakog, Cerdin & Kim (2010) found that at individual level, the demand for success & power are related to the reputation of employer. Whereas at cultural level, only collectivist societies rely on the reputation of employer.

Christiaans & Buettgen (2014) found that the talented students stress more on getting promotional offers and professional training than the comparatively less talented students. Also, the surprising fact was that the students belonging to developing nations, stresses more on getting promotional offers than the students belonging to developed nations. It was due to the fact that in most developing nations around the world, the tall organizational structure is followed, where hierarchy is preferred mostly.

**United States.** Collins & Stevens (2002) found that the initial stages of recruitment process must show transparency and the inexperienced but highly skilled workers should be considered seriously for the jobs related to labour market. In this way, the employer brand would influence more on employees' decision-making process in order to divert their attention to its own organization.

Taylor (2003) found that the federal government of United States should bring flexibility, stability, build sense of pride for serving your nation and ensure great post-retirement incentives, in order to divert the attention of potential employees.

Johnson & Roberts (2006) found that once the job-market is established, 40% of the current employees of an organization leave for other organizations. This change of interest is developed in employees' mind due to several key findings, mainly there is communication gap in organization, their expectations aren't met accordingly, in routine activities they aren't appreciated and nobody in organization supports their decisions.

Hughes & Ahearne (2010) found that in order to promote your brand and give you brand an identity, one should personally use the products related to their own organization. Moreover, better control system alignment results in improved brand performance, which tends to increase overall sales performance results.

**Australia.** Henson (2002) found that the human resource officials of organizations play a key role in making or breaking of organizational culture. If the organizational culture of an organization is well-developed and maintained, it gives out a loud and clear message to the potential employees that they can build-up their careers with that organization. Berthon & Ewing (2005) found that if a company wants to attract their potential employees, it should motivate them by offering incentives. The company should consider the potential employees as its first and foremost market. Archer & de Bussy (2007) found that in healthcare organizations, there is a cultural and communication gap between human resource and marketing officials, which bars potential employees from joining such organizations.

King & Grace (2009) found that "*Employee Based Brand Equity (EBBE)*" must be established in attracting potential employees and retaining talented working employees. Pike & Kerr (2012) found that in order to attract prospective employees, the employer brands should focus on those employer brand attributes, which are followed universally.

Weiss (2013) found that the employer brands, which send off their employees with respect and affection, build a good reputation among masses. The employer brands, which are least concerned in firing their employees, develop a negative image in the masses.

**United Kingdom.** Brown, Williams & Hesketh (2002) found that the employability practices of government are just based on expectations and aren't practical to achieve the desired goals.

Barrow & Mosley (2007) found that better management of employer brand assists an organization in achieving important goals. The

employer brand should focus on prioritizing its interests, while keeping in view the demands of employees as well. There should be a harmony developed between the two for smoother operation & better management.

Thompson (2011) found that human resource management is leading towards disaster, as human resource officials of private sectors make their strategies based on the logic of primary stakeholders, while the human resource officials of public sectors are making marketing-based strategies. As a result of which, a huge void had been developed between perceived and on-ground realities.

Rosethorn (2009) found that employer brand should mainly focus on developing a better network of recruitment communication and a dedicated occupational psychology department, in order to be more effective in attracting potential employees.

**Other Developed Countries.** Horwitz, Heng, & Quazi (2003) found that '*competitive package*' was the most effective strategy for maintaining & influencing potential talent. Secondly, scholarships for further studies were also preferred by potential employees. Ohlhoff (2008) found that competitive work surroundings and better career build-up prospects are the two main factors, which influence the decision-making process of potential talent. Schreurs & Druart (2009) found that highly conscientious individuals mainly focus on the attribute of sincerity in an organization. Whereas individuals, which concentrate highly on practical training focus on the attribute of excitement in an organization. Siano & Palazzo (2010) found that the organizations are challenging each other in attracting highly-skilled potential employees to their respective organizations. The human resource officials should adapt those strategies, which attracts such potential talent. Kuppelwieser & Grefrath (2011) found that trust & commitment have given a new dimension to the behavioural changes in branding, i.e. brand pride. Brand pride develops by trusting your partners in order to motivate them for committing themselves to do well. Brands should develop trust in their partners for greater commitment, but they should avoid blind trust on their partners. Lundkvist (2011) found that the organizations which provide equal opportunities to both the genders are more appealing to the masses, as it indicates an interactive work environment, which is an important attribute of attracting potential employees.

Eronen (2012) found that the students and graduates are more inclined towards brighter career build-up prospects and competitive salary package with incentives.

Ampuero & Storsten (2013) found that rich organizational culture, good reputation and social norms of attraction in an employer brand leads to develop better '*corporate brand identity*'.

Vennngren & Jorlöv (2014) discussed the attributes of attraction in an employer brand by communicating through social media with potential talent of both genders. It was found that men and women have different ways and means of accessing social media. Women prefer reading blogs and uploading photos, while men prefer sharing videos and visiting social media organizational links.

## Summary

The students belonging to developing nations, stresses more on getting promotional offers than the students belonging to developed nations. At individual level, the demand for success & power are related to the reputation of employer. The initial stages of recruitment process must show transparency. The inexperienced but highly skilled workers should be considered seriously for the jobs related to labour market. The HR officials of organizations play a key role in making or breaking of organizational culture. If the organizational culture of an organization is well-developed and maintained, it gives out a loud and clear message to the potential employees that they can build-up their careers with that specific organization. The employer brands, which send off their employees with respect and affection, build a good reputation among masses. Better management of employer brand assists an organization in achieving important goals. The employer brand should focus on prioritizing its interests, while keeping in view the demands of employees as well. There should be a harmony developed between the two for smoother operation & better management.

Brand pride develops by trusting your partners in order to motivate them for committing themselves to do well. Brands should develop trust in their partners for greater commitment. The students and graduates are more inclined towards brighter career build-up prospects and competitive salary package with incentives. Rich organizational culture, good reputation and social norms of attraction in an employer brand reaps better output.

## Developing Countries

Roy (2007) found that the need for talent-hunt is increasing daily. In order to hold an edge over the others, the employer brands should be self-imposing

in diverting the minds of potential customers to join their organizations. Keeping in view the main goals of an organization, the employer brand should be more appealing to potential employees by encouraging them to join the organization.

Bhatnagar (2008) found that by developing a talent matrix assists in identifying and engaging the right potential at the right time. This helps in creating talent pools. By talent pipelining development, future leaders of the organization can be groomed. In order to be successful, building a robust human resource system & vigorous performance management system is necessary.

Zen & Jun (2009) found that in order to influence the decision-making process of potential talent, the information about the job should be clearly defined by the employer brands. Also, they should develop familiarity and good reputation among the masses.

Srivastava & Bhatnagar (2010) found that the human resource officials mainly focus on how to make the employer brand attractive, rather than focusing on how employer brand awareness is developed.

Schlager, Bodderas, Maas & Cachelin (2011) found that a company should positively affect the mind-set of potential employees, such that the company surroundings & workplace environment are in compliance with what is perceived by the potential employees initially, otherwise it would leave a negative impact on potential employees & the desired goals wouldn't be achieved.

Das Tulasi & Rao Hanumantha (2012) found that there should be harmony between the employer brand & its employees. So in order to be the '*employer of choice*', ground realities & working environment should be in accordance with the expectations of prospective & retained talent. In order to be more effective, employer's brand should retain current talent & attract potential customers.

Sokro (2012) found that leading employer brands highly attract potential employees, but such brands should then at least meet their expectations, while other brands should focus on developing strategies and applying the attributes of leading brands.

Dokania & Pathak (2013) found that in order to attract and retain talented human resource, '*corporate social responsibility*' activities should be highly considered in developing positive relationship between the employer brand & prospective talent.

Mokina (2013) paved a way for developing a matrix of employer brand power & evaluating the employer brand touch-points through questionnaires, in order to build a perception about the employer brand's reputation.

Dalvi & Salamatian (2014) found that in order to make a positive impact on potential talent, the HR officials should value their current employees and give them due respect. This would also help them in retaining their current talent and the factor of changing loyalties would also be diminished. Such strategy plays a key role in marketing of organizations also.

## Summary

The need for talent-hunt is increasing daily. In order to hold an edge over the others, the employer brands should be self-imposing in diverting the minds of potential customers to join their organizations. The HR officials mainly focus on how to make the employer brand attractive, rather than focusing on how employer brand awareness is developed. In order to influence the decision-making process of potential talent, the information about the job should be clearly defined by the employer brands. A company should positively affect the mind-set of potential employees, such that the company surroundings & workplace environment are in compliance with what is perceived by the potential employees initially, otherwise it would leave a negative impact on potential employees & the desired goals wouldn't be achieved. The HR officials should value their current employees and give them due respect, in order to make a positive impact on potential employees.

## Pakistan

Saleem (2010) found that the advertisements related to hiring of potential talent must be clearly specified and explained, as it gives the potential employees a better insight about the job. The hiring ads should depict the true picture, in order to influence the decision-making process of potential employees.

Khan & Yaqub (2011) found that graduates are familiar with the hiring procedure of organizations. To recruit the upcoming and exceptional talent of renowned universities, the HR officials of organizations should opt for improved hiring procedures. The organizations giving hint towards brighter career build-up prospects are favoured by graduates.

Baloch & Awan (2011) found that the employer brands should focus their attention on building strong ties with the institutions of higher education, as they can positively affect the minds of upcoming talent. Also, commercializing through verbal association plays a key role in diverting the attention of potential talent towards your employer brand.

Latif & Bashir (2013) found that greater is the job satisfaction, when there is harmony in relationship between the demands of employees and organization. Iqbal, Ahmad & Javed (2014) found that brand experience develops, when the employees become more focused on the business and target customers in a collaborative work-environment.

### Summary

The hiring ads should depict the true picture, in order to influence the decision-making process of potential employees. To recruit the upcoming and exceptional talent of renowned universities, the HR officials should opt for improved hiring procedures. The employer brands should focus their attention on building strong ties with the institutions of higher education, as they can positively affect the minds of upcoming talent. When there is harmony in relationship between the demands of employees and organization, greater is the job satisfaction.

### Methodology

This study is of descriptive type and is a one shot study that is cross-sectional in nature. In order to test the main attributes of employer brands on young graduates of Pakistan, a similar approach related to the research-work of (Baloch & Awan, 2011) was adapted for the qualitative analysis of employer brands. Based on the main attributes of employer brands, the following variables were examined:

- Advertising
- Sponsorship Activities
- Publicity
- Word-of-mouth Endorsements

These variables were previously used by (Collins & Stevens, 2002) for similar purpose in USA, while (Baloch & Awan, 2011) also tested the same variables for the same purpose in Pakistan.

Questionnaire-based approach was used in order to collect the primary data from young graduates (upto 30 years old) for the qualitative analysis of employer brands. Questionnaires were floated by-hand, through e-mails and social-media, in the educational institutions and selected offices of various organizations in Pakistan, for purposive and convenient sampling. The target population for this study were young graduates of Pakistan. A sample of 96 young graduates was selected. The sample-size

was calculated with the confidence-interval of 10% and confidence-level of 95% by the help of online sample size calculator. Questionnaire was used for the primary collection of required data. The questionnaire was adapted from the research work of (Collins & Stevens, 2002) with slight adjustments, keeping in view the Pakistani scenario. The intensity of the components of questionnaire was measured at 'Likert Five-Point Scale', i.e. from 1 (strongly disagreed) to 5 (strongly agreed).

'Correlation' is a measure of the degree to which any two variables vary together. The correlation coefficient measures the linear relationship between two variables. Values of the correlation coefficient are always between -1 and +1. If either variables tend to increase or decrease, the correlation is said to be positive or direct correlation. If one variable tends to increase while the other variable decreases or vice-versa, the correlation is said to be negative or inverse correlation. 'Crosstabs' are used for building contingency tables through summarization of categorical data. Crosstabs assist in comparing the relationship between two or more categorical variables, in order to find the interaction between them.

The study tries to fulfil its research objectives, but there were some limitations. By-hand questionnaires were floated only in the educational institutions and offices of Abbottabad District, whereas rest of the young graduates were contacted online for filling of questionnaires.

### Data Collection and Analysis

Data in the form of responses on questionnaire, filled by the young graduates of Pakistan, was collected. 120 questionnaires were floated by-hand in universities and selected offices of various organizations. Out of which, 87 were received back, which means that the initial response rate was 72.5%. Out of those, 84 were accurately filled and usable. The turnout for online feedback was less and could only fetch 15 usable responses. In total, 99 accurate responses were fetched for statistical analysis.

For the statistical analysis of data, SPSS 20 was used. The case processing summary is given in Table 1. The reliability statistics are given in Table 2. It indicates that reliability exists, as the value of Cronbach's Alpha greater than 0.6 shows the acceptable range of inter-item consistency.

Table 1: case processing summary

		N	%
Cases	Valid	99	100.0
	Excluded <sup>a</sup>	0	0.0
	Total	99	100.0

a. Listwise deletion based on all variables in the procedure.

Table 2. Reliability statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.700	.714	4

Correlation test was applied for analysing multicollinearity among the variables. Correlation above the range of 0.8 indicates multicollinearity between the variables, which is not desirable. Table 3

shows the inter-item correlation matrix. It indicates that correlation exists well within the specified limits, ranging from 0.281 to 0.541.

Table 3. Inter-item correlation matrix

	Publicity	Sponsorship	Endorsement	Advertising
Publicity	1.000	.375	.507	.297
Sponsorship	.375	1.000	.281	.303
Endorsement	.507	.281	1.000	.541
Advertising	.297	.303	.541	1.000

Cross tabulation was applied for comparison of employer brands in different sectors, in terms of the main attributes of employer brands, i.e. publicity, sponsorship activities, word-of-mouth endorsements and advertising. The case processing summary is given in Table 4.

Table 5 shows the comparative analysis of publicity against employer brands in different sectors. It is evident from this table that overall, publicity plays an important role in attracting the young graduates of Pakistan. For element Q1, 52 out of 99 respondents show agreement, which means 52.5% respondents are in favour of element Q1, while only

12 out of 99 respondents show disagreement, which means only 12.1% respondents. For element Q2, 74 out of 99 respondents show agreement, which means 74.7% respondents are in favour of element Q2, while only 8 out of 99 respondents show disagreement, which means merely 8.08% respondents.

The turnout among sectors for publicity is more in favour of Beverage (70.5%), Telecommunication (69.04%) and Electrical (64.2%) brands, which shows that the employer brands in these sectors focus well on publicity.

Table 4. Case processing summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Publicity * Employer Brand Sector	99	100.0%	0	0.0%	99	100.0%
Publicity * Employer Brand Sector	99	100.0%	0	0.0%	99	100.0%
Sponsorship * Employer Brand Sector	99	100.0%	0	0.0%	99	100.0%
Sponsorship * Employer Brand Sector	99	100.0%	0	0.0%	99	100.0%
Sponsorship * Employer Brand Sector	99	100.0%	0	0.0%	99	100.0%
Endorsement * Employer Brand Sector	99	100.0%	0	0.0%	99	100.0%
Endorsement * Employer Brand Sector	99	100.0%	0	0.0%	99	100.0%
Endorsement * Employer Brand Sector	99	100.0%	0	0.0%	99	100.0%
Endorsement * Employer Brand Sector	99	100.0%	0	0.0%	99	100.0%
Advertising * Employer Brand Sector	99	100.0%	0	0.0%	99	100.0%
Advertising * Employer Brand Sector	99	100.0%	0	0.0%	99	100.0%
Advertising * Employer Brand Sector	99	100.0%	0	0.0%	99	100.0%
Advertising * Employer Brand Sector	99	100.0%	0	0.0%	99	100.0%

Table 5. Publicity employer brand sector crosstabulation

		Employer Brand Sector						Total
		Automobiles	Beverages	Electrical	Others	Petroleum	Telecom	
<b>Q1</b>	Strongly Disagree	1	2	0	1	0	1	5
	Disagree	0	1	0	2	3	1	7
	Neutral	3	4	14	3	2	9	35
	Agree	4	7	18	2	1	6	38
	Strongly Agree	0	3	3	2	2	4	14
Total		8	17	35	10	8	21	99
<b>Q2</b>	Strongly Disagree	0	1	0	0	0	1	2
	Disagree	1	0	1	4	0	0	6
	Neutral	0	2	10	1	3	1	17
	Agree	3	3	17	4	3	8	38
	Strongly Agree	4	11	7	1	2	11	36
Total		8	17	35	10	8	21	99

Table 6 shows the comparative analysis of the elements of sponsorship activities against employer brands in different sectors. It is evident from this table that overall, the employer brands in different sectors are not paying attention towards sponsorship activities, despite of it being one of the main attributes of employer brands. For element Q3, 61 out of 99 respondents show agreement, which means 61.6% respondents are in favour of element Q3. For element Q4, 88 out of 99 respondents show disagreement, which means 88.8% respondents are

not in favour of element Q4. For element Q5, 42 out of 99 respondents show disagreement, which means 42.4% respondents are not in favour of element Q5, while 34 out of 99 respondents show agreement, which means 34.3% respondents. Only the brands in Telecommunication (71.4%) and Electrical (47.1%) sectors are somewhat prominent in elements Q3 and Q5, whereas none of the sector is paying heed towards the element Q4 of sponsorship activities, which is related to offering scholarships in universities.

Table 6: Sponsorship employer brand sector crosstabulation

		Employer Brand Sector					Total	
		Automobiles	Beverages	Electrical	Others	Petroleum		Telecom
<b>Q3</b>	Strongly Disagree	0	2	0	1	1	2	6
	Disagree	2	2	4	3	1	0	12
	Neutral	3	2	9	3	2	1	20
	Agree	2	3	19	2	3	8	37
	Strongly Agree	1	8	3	1	1	10	24
Total		8	17	35	10	8	21	99
<b>Q4</b>	Strongly Disagree	7	12	19	3	7	8	56
	Disagree	1	5	12	5	1	8	32
	Neutral	0	0	4	0	0	3	7
	Agree	0	0	0	2	0	1	3
	Strongly Agree	0	0	0	0	0	1	1
Total		8	17	35	10	8	21	99
<b>Q5</b>	Strongly Disagree	5	2	5	1	4	3	20
	Disagree	2	3	10	5	1	1	22
	Neutral	0	5	9	3	1	5	23
	Agree	1	6	10	1	2	11	31
	Strongly Agree	0	1	1	0	0	1	3
Total		8	17	35	10	8	21	99

Table 7 shows the comparative analysis of the elements of word-of-mouth endorsements against employer brands in different sectors. It is evident from this table that overall, endorsement plays an important role in attracting the young graduates of Pakistan. For element Q6, 40 out of 99 respondents show agreement, which means 40.4% respondents are in favour of element Q6. For element Q7, 85 out of 99 respondents show agreement, which means 85.8% respondents are in favour of element Q7. For element Q8, 82 out of 99 respondents show

agreement, which means 82.8% respondents are in favour of element Q8. For element Q9, 59 out of 99 respondents show agreement, which means 59.5% respondents are in favour of element Q9. Once again, the turnout among sectors for endorsements is more in favour of Electrical (78.5%) and Telecommunication (65.4%) brands, which shows that the employer brands in these sectors have developed a strong core in word-of-mouth endorsements.



Table 7. Employer brand sector crosstabulation

		Employer Brand Sector						Total
		Automobiles	Beverages	Electrical	Others	Petroleum	Telecom	
<b>Q6</b>	Strongly Disagree	0	1	0	0	0	1	2
	Disagree	4	3	1	3	2	2	15
	Neutral	4	9	12	2	6	9	42
	Agree	0	3	19	3	0	6	31
	Strongly Agree	0	1	3	2	0	3	9
Total		8	17	35	10	8	21	99
<b>Q7</b>	Strongly Disagree	0	1	0	0	0	1	2
	Disagree	1	0	0	1	0	1	3
	Neutral	0	1	3	1	2	2	9
	Agree	4	6	16	4	2	11	43
	Strongly Agree	3	9	16	4	4	6	42
Total		8	17	35	10	8	21	99
<b>Q8</b>	Strongly Disagree	0	1	0	0	0	0	1
	Disagree	0	0	1	0	0	1	2
	Neutral	1	2	1	4	2	4	14
	Agree	3	5	12	5	4	15	44
	Strongly Agree	4	9	21	1	2	1	38
Total		8	17	35	10	8	21	99
<b>Q9</b>	Disagree	1	1	2	2	0	3	9
	Neutral	5	5	10	3	3	5	31
	Agree	2	8	21	4	3	11	49
	Strongly Agree	0	3	2	1	2	2	10
Total		8	17	35	10	8	21	99

Table 8 shows the comparative analysis of the elements of advertising against employer brands in different sectors. It is evident from this table that overall, advertising plays an important role in attracting the young graduates of Pakistan. For element *Q10*, 51 out of 99 respondents show agreement, which means 51.5% respondents are in favour of element *Q10*. For element *Q11*, 67 out of 99 respondents show agreement, which means 67.6% respondents are in favour of element *Q11*. For

element *Q12*, 56 out of 99 respondents show agreement, which means 56.5% respondents are in favour of element *Q12*. For element *Q13*, 69 out of 99 respondents show agreement, which means 69.6% respondents are in favour of element *Q13*. The turnout among sectors for advertising is more or less the same, which shows that the employer brands in almost all these sectors focus mainly on advertising.

Table 8 . Advertising employer sector crosstabulation

		Employer Brand Sector						Total
		Automobiles	Beverages	Electrical	Others	Petroleum	Telecom	
<b>Q10</b>	Strongly Disagree	0	0	2	2	0	0	4
	Disagree	3	3	2	2	1	5	16
	Neutral	1	3	13	2	3	6	28
	Agree	4	6	17	4	4	8	43
	Strongly Agree	0	5	1	0	0	2	8
Total		8	17	35	10	8	21	99
<b>Q11</b>	Disagree	0	1	2	3	1	2	9
	Neutral	3	7	3	2	4	4	23
	Agree	3	8	18	2	1	10	42
	Strongly Agree	2	1	12	3	2	5	25
Total		8	17	35	10	8	21	99
<b>Q12</b>	Strongly Disagree	0	1	1	1	1	0	4
	Disagree	0	2	4	2	0	4	12
	Neutral	1	5	12	2	4	3	27
	Agree	5	6	17	4	3	11	46
	Strongly Agree	2	3	1	1	0	3	10
Total		8	17	35	10	8	21	99
<b>Q13</b>	Strongly Disagree	0	1	0	0	0	2	3
	Disagree	0	0	0	2	0	2	4
	Neutral	2	6	1	4	5	5	23
	Agree	5	7	16	3	1	8	40
	Strongly Agree	1	3	18	1	2	4	29
Total		8	17	35	10	8	21	99

### Conclusion and Recommendation

This study concludes that the employer brands in different sectors have built a strong core in three of the main attributes of employer brands, i.e. publicity, word-of-mouth endorsements and advertising. But the employer brands in almost all these sectors are focusing less on one of the main attributes of employer brands, i.e. sponsorship activities. Sector-wise, Electrical and Telecommunication brands are the most prominent overall in adapting the main attributes of employer brands for attracting young graduates. In publicity, the sectors of Beverages, Electrical and Telecommunication brands are more active. In word-of-mouth endorsements, the sectors of Electrical and Telecommunication brands are more focused. While in advertising, almost all the sectors are actively participating. Whereas, in sponsorship activities, none of the sector is active in offering scholarships in universities, which is not a good sign on part of the employer brands. The minds of young graduates can be diverted in opting for that specific employer brand, which offers scholarships in their universities, as the students after graduation would be more inclined towards that specific employer brand in order to kick-start their careers. Scholarships acts

like a reserve-bank for hiring potential talent. The employer brands should focus their attention on building strong ties with the institutions of higher education, as they can positively affect the minds of upcoming talent. The word-of-mouth endorsements and sponsorship activities plays a key role in diverting the attention of potential talent towards your employer brand, followed by publicity and advertising for public awareness.

Apart from Electrical and Telecommunication sectors, the rest of the sectors should also focus on the main attributes of employer brands for attracting young graduates. For future recommendations, the sample-size should be increased and the feedback of the young graduates from all-over the world should be analysed in order to give a clear picture. Prioritization of sectors based on the fields related to graduates can be minimized by having young graduates from more diverse fields of study throughout the country. The world is a global village and graduates now-a-days are familiar with the hiring procedure of organizations. To recruit the potential talent of higher education institutions, the HR officials of organizations should opt for transparent hiring procedures. The organizations giving hint towards brighter career build-up prospects are

favoured by young graduates. The advertisements related to hiring of potential talent must be clearly specified and explained, as it gives the potential employees a better insight about the job. The hiring ads should depict the true picture, in order to influence the decision-making process of young graduates.

The need for talent-hunt is increasing daily. To hold an edge over the others, the employer brands should be self-imposing in diverting the minds of potential customers to join their organizations. Keeping in view the main goals of an organization, the employer brand should be more appealing to potential employees by indicating encouraging signs to join the organization. The benefits in attracting young graduates may translate into strategic advantages in the capacity to hire potential talent, generate and maintain new business. In order to make a positive impact on potential talent, the HR officials should value their current employees and give them due respect. This would also help them in retaining their current talent and the factor of changing loyalties would also be diminished. Such strategy plays a key role in marketing of organizations also. The HR officials mainly focus on how to make the employer brand attractive, rather than focusing on how employer brand awareness is developed. The HR officials of organizations play a key role in making or breaking of organizational culture. If the organizational culture of an organization is well-developed and maintained, it gives out a loud and clear message to the potential employees that they can build-up their careers with that specific organization. Better management of employer brand assists an organization in achieving important goals. The employer brand should focus on prioritizing its interests, while keeping in view the demands of potential employees as well. There should be a harmony developed between the two for smoother operation & better management. The HR officials of employer brands may wish to work more closely with marketing experts or become more familiar with marketing concepts, in order to make sure that they are creating a positive and unique brand image in the minds of potential applicants.

## References

- Alders, A. (2013). The Highs and Lows of Employer Branding on Corporate Recruitment Websites. *Corporate Communication, University of Amsterdam*, 45.
- Ampuero, D., & Storsten, H. (2013). Who are we? A quantitative study on the employer brand of Lycksele Municipality. *Umeå School of Business and Economics*, 78.
- Archer, C., & de Bussy, N. (2007). The Role of Corporate Reputation Versus Relationships in Building Employer Brand Equity: The case of a Major Private Hospital. *Curtin University of Technology*, 8.
- Baloch, A. H., & Awan, S. H. (2011). Impact of employer brand-equity promotion for effective talent recruitment of fresh graduates in Pakistan. *African Journal of Business Management*, 19.
- Barrow, S., & Mosley, R. (2007). The employer brand: Bringing the best of brand management to people at work. *Journal of Brand Management*, 3.
- Berthon, P., & Ewing, M. (2005). Captivating company: Dimensions of attractiveness in employer branding. *International Journal Of Advertising*, 22.
- Bhatnagar, J. (2008). Managing capabilities for talent engagement and pipeline development. *Industrial & Commercial Training*, 10.
- Brown, P., Williams, S., & Hesketh, A. (2002). Employability in a Knowledge-Driven Economy. *School Of Social Sciences, Cardiff University*, 39.
- Caligiuri, P., Colakog, S., Cerdin, J.-L., & Kim, M. S. (2010). Examining cross-cultural and individual differences in predicting employer reputation as a driver of employer attraction. *International Journal of Cross Cultural Management*, 15.
- Christiaans, L., & Buettgen, M. (2014). The Impact of National and Individual Characteristics on Students' Employer Choice. *International Journal of Business and Social Science*, 17.
- Collins, C. J., & Stevens, C. K. (2002). The Relationship Between Early Recruitment-Related Activities and the Application Decisions of New Labor-Market Entrants: A Brand Equity. *ILR Collection, Cornell University ILR School*, 44.
- Dalvi, M. R., & Salamatian, N. (2014). Employer Brand, the New Strategy of Human Capital Development. *Journal of Social Issues & Humanities*, 9.
- Dokania, A. K., & Pathak, G. S. (2013). Corporate Social Responsibility and Employer Branding: A Case Study of Indian Information Technology Industry. *Review of HRM*, 10.
- Eronen, L. (2012). How should companies use employer branding in order to attract student and graduate applications? *Helsinki Metropolia University Of Applied Sciences, Metropolia Business School, European Management*, 70.
- Henson, R. (2002). HR in the 21st Century: Challenges and Opportunities. *IHRIM Journal*, 7.
- Horwitz, F. M., Heng, C. T., & Quazi, H. A. (2003). Finders, keepers? Attracting, motivating and retaining knowledge workers. *Human Resource Management Journal*, 22.
- Hoye, G. V., & Bas, T. (2012). The Instrumental and Symbolic Dimensions of Organisations' Image as an Employer: A Large-Scale Field Study on Employer Branding in Turkey. *Applied Psychology: An International Review*, 15.
- Hughes, D. E., & Ahearne, M. (2010). Energizing the Reseller's Sales Force: The Power of Brand Identification. *Journal of Marketing*, 17.
- Iqbal, N., Ahmad, N., & Javed, K. (2014). The mediating role of employee engagement in relationship of

- internal branding and brand experience: Case of service organizations of Dera Ghazi Khan. *International Journal of Information, Business and Management*, 16.
- Johnson, M., & Roberts, P. (2006). Rules of Attraction: Recruit and retain the best staff with employer branding. *MHS*, 3.
- Kashyap, V., & Rangnekar, S. (2014). The Moderating Role of Servant Leadership: Investigating the Relationships among Employer Brand Perception and Perceived Employee Retention. *Review of HRM*, 14.
- Khan, D. M., & Yaqub, B. (2011). The role of Employer branding and Talent Management for Organizational Attractiveness. *Far East Journal of Psychology and Business*, 9.
- King, C., & Grace, D. (2009). Employee Based Brand Equity: A Third Perspective. *Griffith Business School, Griffith University, Australia*, 41.
- Kuppelwieser, V. G., Grefrath, R., & Dziuk, A. (2011). A Classification of Brand Pride Using Trust and Commitment. *International Journal of Business and Social Science*, 10.
- Latif, A., & Bashir, U. (2013). Person organization fit, job satisfaction and turnover intention: An empirical study in the context of Pakistan. *Global Advanced Research Journal of Management and Business Studies*, 5.
- Lundkvist, H. (2011). Employer Brand Opens Up For A Gender Process Model. *Nordic Journal Of Working Life Studies*, 17.
- Mokina, S. M. (2013). Method Of Evaluation Of Employer Brand Power By Employer Brand TouchPoints. *National University of Food Technologies, Ukraine*, 10.
- Ohlhoff, J. S. (2008). The Relationship between Employer-Of-Choice Status And Employer Branding. *Journal of Business and Management Dynamics*, 8.
- Pike, S. D., & Kerr, G. (2012). Employer Brand Attributes: A Comparison Of The Perspectives Of Prospective Employees And Expert Opinion. *IABE-2012 Venice-Summer Conference*, 5.
- Rosethorn, H. (2009). The Employer Brand: Keeping Faith with the Deal. *Bernard Hodes Group*, 15.
- Roy, S. K. (2007). Identifying the Dimensions of Attractiveness of an Employer Brand in the Indian Context. *Proceeds Of 2nd IIMA Conference On Research In Marketing*, 5.
- Saleem, F. (2010). The impact of information specificity in recruitment advertisements on the application pursuit process in Pakistan. *African Journal of Business Management*, 6.
- Schlager, T., Bodderas, M., Maas, P., & Cachelin, J. L. (2011). The influence of the employer brand on employee attitudes relevant for service branding: An empirical investigation. *Emerald Journal of Services Marketing*, 12.
- Schreurs, B., & Druart, C. (2009). Symbolic Attributes and Organizational Attractiveness: The Moderating Effects of Applicant Personality. *International Journal of Selection and Assessment*, 12.
- Siano, A., & Palazzo, M. (2010). Exploring and Categorizing Employer Branding Tools Implemented in Italian Companies. *Conference on Corporate Communication 2010, Wroxton College, Wroxton, England*, 15.
- Sokro, E. (2012). Impact of Employer Branding on Employee Attraction and Retention. *European Journal of Business and Management*, 10.
- Srivastava, D. P., & Bhatnagar, D. (2010). Employer Brand For Talent Acquisition: An Exploration Towards Its Measurement. *Vision, Vol 14, Management Development Institute, India*, 24.
- Swathi, B., Reddy, D. R., & Reddy, V. V. (2014). Impact of Working Conditions on Employee Participation and Employee Growth. *Proceedings of 4th National Conference on Human Resource Management, NCHRM 2014*, 9.
- Taylor, J. (2003). The Window Of Opportunity. *Monster Inc.*, 5.
- Thompson, P. (2011). The Trouble with HRM. *Human Resource Management Journal, Vol 21, no 4, 2011*, pages 355–367.
- V, D. T., & Hanumantha P., R. (2012). Employer Brand in India: A Strategic HR Tool for Competitive Advantage. *Advances In Management, Vol. 5 (1) Jan. (2012)*, 6.
- Vennngren, E., & Jorlöv, K. (2014). Employer attractiveness of the Swedish Armed Forces. *International Journal of Selection and Assessment, Volume 17, Number 1, March 2009*, 12.
- Weiss, G. (2013). Is your employer brand at real risk? *CareerSupport365, 30th Annual Conference — 2013*, 4.
- Zen, E. L., & Jun, W. P. (2009). The Effects Of Employer Knowledge And Product Awareness On Job Seekers' Application Decisions. *Sunway Academic Journal 6*, pages 103 - 112.