Impact of Employer Branding on Employee Attraction and Retention

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Abstract

The prime purpose of this study was to investigate whether employers use branding in their organisations, and how employer branding influence the attraction and retention of employees in the banking sector in Ghana. The descriptive survey design was adopted for the study. Eighty-seven employees, including junior and senior staff were conveniently sampled for the study. Data was analyzed using both descriptive and inferential statistics. The results of the study suggest that organisations use employer branding processes in their business to attract employees and customers. It was also found that brand names of organisations may significantly influence the decision of employees to join and stay in the organisation. It was therefore suggested that employers need to create conducive work environment with conditions to enable employees feel comfortable and remain in the organisation.

Key words Employer branding, Employee attraction and retention, Ghana

1. Introduction

Organizations are using branding as a strategic tool in today's business environment with increasing regularity. Although brands and branding are not new ideas, firms are applying them to more diverse settings where the role of branding is becoming increasingly important (Wentz & Suchard, 1993). Branding is "the process of developing an intended brand identity" (Kotler & Lee, 2008, p. 215). Branding is often used to differentiate products and companies in order to build economic value for both the consumer and the company. It is concerned with the attraction, engagement and retention initiatives targeted at enhancing a company's employer brand.

Employer branding is a relatively new approach toward recruiting and retaining the best possible human talent within a recruiting environment that is becoming increasingly competitive. The term is often used to describe how organisations market their offerings to potential and existing employees, communicate with them and maintain their loyalty "promoting both within and outside the firm, a clear view of what makes a firm different and desirable as an employer" (Backaus & Tikoo, 2004, p. 120). Employer branding has the potential to be a valuable concept for both managers and scholars. Managers can use employer branding as a shade under which they can channel different employee recruitment and retention activities into a coordinated human resource strategy. Accordingly, employers can control brand power to engage their employees in emotional ways to achieve change, outstanding results or increase attraction and retention. According to Dell & Ainspan (2001), organizations have found that effective employer branding leads to competitive advantage helps employees internalize company values and assists in employee retention.

Despite the growing popularity of the employer branding practice, academic research on the concept is limited to a few articles in the marketing literature. Priyadarshi (2011), observed that despite employer brand gaining considerable popularity in HR practitioner literature, empirical research is still relatively inadequate (Cable & Turban, 2001; Backhaus & Tikoo, 2004; & Davies, 2007) echo the same sentiments and feel that the advent of the employer brand as a concept has been recent in academic field and its theoretical foundation is gradually being developed even though it is being considered and applied by practitioners for some time now.

Although the study of organisational attraction has revealed some insights, there remains much to be learned (Barber, 1998). One stream of extant research investigates organisational characteristics and their effects on attraction to the organisation. Structural attributes such as decentralised decision making and reward system (Bretz et al., 1989), are shown to influence perceptions of attractiveness. The popularity of employer branding among HR practitioners and the lack of academic research on the topic raises interesting questions for management scholars. This study therefore seeks to broaden the scope of research in this area in the Ghanaian context.

2. Literature Review
Understanding Employer Branding

Employer branding has captured considerable attention in recent times. Academicians and practitioners have reported evidence of organisations expending considerable resources on development of employer brand programme indicating its value (Backhaus & Tikoo, 2004). Employer branding as a concept is an extension of relationship marketing principles (Christopher, Payne & Ballantyne, 1991; Kotler, 1992; Morgan & Hunt, 1994) which identify the need to build acquisition and retention strategies across a number of critical stakeholder markets through closer relationships. One of the most basic understandings about brand comes from the definition provided by the American Marketing Association which defines a brand as "a name, term sign, symbol, or design, or combination of them which is intended to identify the goods and services of one seller group or group of sellers and to differentiate them from those of competitors" (Backhaus & Tikoo, 2004). The term employer branding is used for the application of branding principles to human resource management. The concept is being increasingly used for attracting prospective employees while engaging the present employees to the organisation.

There is no one definition for employer branding. Various attempts have been made by several individuals to define employer branding. According to Steve Gilliver (2009) employer brand identifies an organisation in the marketplace and makes it unique. It gives everyone in the organisation a handle on what we are, and everyone interested in joining the organisation a clear picture of what to expect. It infuses the firm's recruitment process and the interaction among people in the organisation. Brands are among a firm's most valuable assets. Although firms commonly focus their branding efforts toward developing product and corporate brands, branding can also be used in the area of human resource management. The application of branding principles to human resource management has been termed "employer branding." Increasingly, firms are using employer branding to attract recruits and ensure that current employees are engaged in the culture and the strategy of the firm. Ambler & Barrow (1996, p. 187), first applied the concept of brand to HRM, viewing the employer as the brand and employees as customers. They define the employer brand as "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company". Employer brand therefore provides both economic and psychological benefits to employees.

According to the CIPD (2008) employer branding is a set of attributes and qualities – often intangible – that makes an organisation distinctive, promises a particular kind of employment experience, and appeals to those people who will thrive and perform to their best in its culture. Sullivan (2004) defines employer branding as a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm. Armstrong (2006), also contends that, employer branding is the creation of a brand image of the organization for prospective employees. It will be influenced by the reputation of the organization as a business or provider of services as well as its reputation as an employer.

Ambler & Barrow (1996) defined employer brand in terms of benefits, calling it 'the package of functional, economic and psychological benefits provided by employment and identified with the employing company. Further, employer branding or employer brand management involves internally and externally promoting a clear view of what makes a firm different and desirable as an employer. According to Backhaus & Tikoo (2004) employer branding is essentially a three step process. First, a firm develops a concept of the particular value it offers to prospective and current employees. This value proposition provides the central message that is conveyed by the employer brand. It is of key importance that this value proposition derives from a thorough audit of the characteristics that make the firm a great place to work. The second step in employer branding process deals with externally marketing this value proposition to attract the targeted job applicants. The third step involves carrying the brand "promise" made to recruits into the firm and incorporating it as part of the organisational culture.

Besides, HR practitioners also suggest five steps to developing a strong employer brand: (1) understand your organisation, (2) create a 'compelling brand promise' for employees that mirrors the brand promise for customers, (3) develop standards to measure the fulfilment of brand promise, (4) ruthlessly align all people practices to support and reinforce brand promise, and (5) execute the measure (Berthon et al, 2005). According to Ritson (2002) companies with strong employer brands can potentially reduce the cost of employee acquisition, improve employee relations, increase employee retention and even offer lower salaries for comparable staff to firms with weaker employer brands. Gatewood et al. (1993) found that perception of an organisation's image is a significant predictor of decisions to pursue employment with that company. Using brand in the context of employment, employer brand

loyalty was found by many to be a useful concept to be applied. Brand loyalty is the attachment that a consumer has to a brand (Aaker, 1991).

Applied in the context of employment, employer brand loyalty is shaped by behavioural element relating to organisational culture and attitudinal element relating to organisational identity (Backhaus & Tikoo, 2004). But unlike in the case of a product, in employment brand loyalty switching over to another brand cannot be done so frequently and comes at higher cost (Davies, 2008). Indeed, employer brand loyalty forges greater commitment level resulting in increased retention of talents. Among the benefits, a strong employer brand attracts better applicants (Collins & Stevens, 2002; Slaughter et al, 2004) and shapes their expectations about their employment (Livens & Highhouse, 2003). One role of brand is to create and enhance satisfaction and satisfaction predicts future behaviour towards the brand (Mittal & Kamakura, 2001). Job satisfaction plays a very important role in creating customer satisfaction (Heskett et al, 1997) and understanding of the various attributes of employer brand image can help facilitate customer satisfaction.

In the financial and service industry or in any other sector, employees play a critical role in development of brand image. Therefore, recruiting right type of talent becomes critical, as does the employer brand image in the recruitment market (Ewing *et. al.*, 2002). What is even more critical is whether this image that they carried as an applicant is sustained with their stay in the organisation (Knox & Freeman, 2006). Firms appear to be expending considerable resources on employer branding campaigns, indicating that they are finding value in the practice. According to the Conference Board report on employer branding (Conference Board, 2001) organizations have found that effective employer branding leads to competitive advantage, helps employees internalize company values and assists in employee retention. Davis (2008) explores the role of the employer brand in influencing employee's perceived differentiation, affinity, satisfaction and loyalty. The findings emphasised the importance of an employer brand with the results highlighting the complexity in its management, as no one aspect has a dominant influence on outcomes relevant to the employer. An issue which sprang up was which function within an organisation should be tasked with managing the employer brand.

Ambler & Barrow (1996), make a case for the usefulness of employer branding. They conclude that branding has relevance within the context of employment. However, Ewing *et al,* (2002) emphasize the usefulness of employer branding in an increasingly knowledge-based economy where skilled employees are often in short supply. While organizations increasingly recognize that the strengthening of the employer-employee relationship and their attractiveness, future profitability and "licence to operate" depend on their willingness and ability to recognize employees and potential employees as important stakeholders and contributors to the corporate brand, research indicates that they do not yet approach the issue strategically, and that sustainability or social responsibility in human resource management (HRM) is ignored (Preuss et al, 2009). This also seems to be the case in the field of employer branding.

2.1 The Impact of Employer Branding on Employee Retention and Attraction

The purpose of branding is essentially to build the product's image (Cleary, 1981). This image will influence the perceived worth of the product and will increase the brand's value to the customer, leading to brand loyalty (The Economist, 1988). An employer brand can be used to help organisations compete effectively in the labour market and drive employee loyalty through effective recruitment, engagement and retention practices. All organisations have an employer brand, regardless of whether they have consciously sought to develop one. Their brand will be based on the way they are perceived as a 'place to work', for example by would-be recruits, current employees and those leaving the organisation. To be effective, the brand should not only be evident to candidates at the recruitment stage, but should inform the approach to people management in the organisation. For example, the brand can inform how the business tackles: induction, performance management and reward.

Developing an employer brand is not a small undertaking. Top management support is critical, as is a structured approach. What are the next steps? Build a Brand Team Developing and maintaining an employer brand is a far-reaching and ongoing process that benefits from a team approach. The team should include staff members responsible for approving strategic direction and creative within human resources. What are your strengths and weaknesses? What makes your company unique? Identify the one-of-a-kind characteristics, such as work environment, company history and values that attract, motivate and retain high quality employees. Know your target candidates through focus groups, surveys or in-depth interviews; find out what is important to prospective candidates when selecting an employer, how they see themselves as people and how they want to be seen. This will

indicate which segment of the audience best fits your company and whom your brand should target. Customer based brand equity relates to the effect of brand knowledge on consumer response to the marketing of the product (Keller, 1993). In terms of employer branding, brand equity applies to the effect of brand knowledge on potential and existing employees of the firm. Employer brand equity propels potential applicants to apply. Further, employer brand equity encourages existing employees to stay with, and support the company. Employer brand equity is the desired outcome of employer branding activities. In other words, potential or existing employees will react differently to similar recruitment, selection, and retention efforts from different firms because of the underlying employer brand equity associated with these firms.

Collins (2006) showed that the beliefs of job seekers about the company as a potential employer, "employer knowledge (including familiarity, reputation and image) strongly predicted both interest in applying for a job and actual application behaviours. Similarly, Chapman *et al*. (2005) suggests a strong relationship between organisational attractiveness perceptions and applicant decisions such as job pursuit, acceptance and choice intentions (Jiang and Iles, 2011).

2.1.1 Branding and Psychological Contract

According to Backhaus and Tikoo (2004), in their study on conceptualizing and researching employer branding, the theory of the psychological contract and its effect on the employee organizational relationship provides a second foundation for employer branding. In the traditional concept of the psychological contract between workers and employers, workers promised loyalty to the firm in exchange for job security, Hendry & Jenkins (1997). However, the recent trend toward downsizing, outsourcing, and flexibility on the part of the employer has imposed a new form of psychological contract, in which employers provide workers with marketable skills through training and development in exchange for effort and flexibility (Baruch, 2004). In the face of negative perceptions of this new employment reality, firms use employer branding to advertise the benefits they still offer, including training, career opportunities, personal growth and development. In general, firms have been perceived to fail to deliver some of these offerings (Newell & Dopson, 1996; Hendry & Jenkins, 1997) so employer branding campaigns can be designed to change perceptions of the firm.

2.1.2 Employer branding as employer of choice

Armstrong (2006) found that, the aim of employer branding is to become an 'employer of choice', a place where people prefer to work. This means developing what Sears (2003) calls 'a value proposition', which communicates what the organization can offer its employees as a 'great place of work'. The factors that contribute to being an employer of choice are the provision of a reasonable degree of security; enhanced future employability because of the reputation of the organization as one that employs and develops high quality people, as well as the learning opportunities it provides; employment conditions that satisfy work- life balance needs; a reward system that recognizes and values contributions and provides competitive pay and benefits; interesting and rewarding work; and opportunities for learning, development and career progression.

A powerful method of retention is simply to ensure that people feel they are valued. Therefore, all the above factors adds up to an employee value proposition which, as a means of attracting and retaining high potential employees, recognizes that they will be looking for strong values and expecting to be well managed, to have freedom and autonomy, high job challenge and career opportunities. Many firms have developed formal employer branding or are interested in developing such a program (Conference Board, 2001). Ambler and Barrow (1996) define the employer brand in terms of benefits, calling it "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company." Thus employer branding portrays organisations as a good place of work. The term employer branding suggests the differentiation of a firms' characteristics as an employer from those of its competitors. The employment brand highlights the unique aspects of the firm's employment offerings or environment. The Conference Board (2001), proposes that "the employer brand establishes the identity of the firm as an employer. It encompasses the firm's value system, policies and behaviours toward the objectives of attracting, motivating, and retaining the firm's current and potential employees".

These definitions indicate that employer branding involves promoting, both with and outside the firm, a clear view of what makes a firm different and desirable as an employer. Also Backhaus and Tikoo (2004), define employer branding as the process of building an identifiable and unique employer identity, and the employer brand as a concept of the firm that differentiates it from its competitors. Employer brands are developed to be consistent with the firm's product and corporate brand. There are some similarities between the employer brand and the product

and corporate brand, but there are also two key differences. One, the employer brand is employment specific, characterizing the firm's identity as an employer. Two, it is directed at both internal and external audiences whereas product and corporate branding efforts are primarily directed at an external audience. In some cases, the employer branding process can be rolled together with the product and corporate brand campaign.

Barney (1991) posits that the practice of employer branding is predicated on the assumption that human capital brings value to the firm, and through skilful investment in human capital, firm performance can be enhanced. Resource-based view (RBV) supports this, suggesting that characteristics of a firm's resources can contribute to sustainable competitive advantage. Debatably, the possession of resources that are rare, valuable, non-substitutable and difficult to imitate allow a firm to move ahead of its competitors (Barney, 1991). Priem & Butler (2001) posits that human capital has also been shown to operate as an important resource creating competitive advantage besides plant, equipment and capital as resources that create competitive advantage.   External marketing of the employer brand establishes the firm as an employer of choice and thereby enables it to attract the best possible workers. The assumption is that the distinctiveness of the brand allows the firm to acquire distinctive human capital. Further, once recruits have been attracted by the brand, they develop a set of assumptions about employment with the firm that they will carry into the future, thereby supporting the firm's values and enhancing their commitment to use the firm.

Internal marketing helps create a workforce that is hard for other firms to imitate. By systematically exposing workers to the value proposition of the employer brand, the workplace culture is moulded around the corporate goals, enabling the firm to achieve a unique culture focused on doing business the firm's way. Besides helping create a workforce that is hard to duplicate, internal marketing also contributes to employee retention (Ambler & Barrow, 1996) by using the brand to reinforce the concept of quality employment and thereby contributing to employee willingness to stay with the organization.

3.   Research Methodology

The design employed for this study is descriptive survey. A descriptive survey is a systematic, non-experimental, descriptive research method for gathering information from (a sample of) individuals for the purposes of describing the attributes of the larger population of which the individuals are members. Surveys can be useful when a researcher wants to collect data on phenomena that cannot be directly observed. A formal list of questionnaire is prepared. Generally a non disguised approach is used. The respondents are asked questions on their demographics, interests and opinions (Wayne, 2005). The target population for the study consisted of all employees in the banking sector specifically those working in the Accra and Tema Metropolis. Two banks in the Accra Metropolis were conveniently selected for the study. These banks were selected because they have large number of employees and they were also among the leading banks in Ghana as at the time of the study. This suggested that they were more likely to possess all the attributes that the other banks had and would be good representation of banks in the financial sector. The participants for the study were randomly selected from their organizations using the simple random sampling procedure. In all 87 participants, consisting of 48 senior staff and 39 junior staff, took part in the study out of 115 staff. The age range of the participants was from 20 to 60 years with most of them having their ages ranging between 31-40 years (36%) and 29% between 41-50 years.

A set of questionnaire designed by the researchers were use for the study. The instrument consisted of 14 closed ended items aimed at obtaining information on the branding strategies, attraction and retention rates of employees. Two items were designed to obtained demographic information relevant to the study, 7 items for employer branding and the remaining 5 items elicited information on employees' attraction and retention rate. The responses for some of the items were *yes* or *no,* whiles others were scored on a 5-Likert type of point from 1 (strongly agree) to 5 (strongly disagree). The SPSS "Explore" descriptive statistics procedure was used to capture the means, mode, and standard deviation to help answer the research questions. Frequencies and percentages were also computed for the categorical data. The detailed results and analyses were presented in the next chapter.

4.   Results and Discussions

Respondents were asked to indicate their agreement or disagreement to the statement: "*The organisation's induction process defined what I need to know to be effective*". The results indicate that 93.1% of the respondents agreed that their organizations used induction processes to sell the organization to them. Through the induction, they were introduced to the organizations core values, reward systems, working conditions and other opportunities. The results indicated further that the induction process helped 93.1% of the respondents to adjust to their work environment, which gave them a positive image of their organizations. This suggests that organizations use

employer branding processes in their businesses to attract employees and customers. As aptly observed by Armstrong (2006), employer branding involves the creation of a brand image of the organization for prospective employees. Employers strategically do this through various means. The induction process is one of the means used by modern organizations to let employees know more about the employer.

Priyadarshi (2011) observed that the concept of Employer Branding is becoming especially critical as new technology; globalization and the rising power of international brands are changing the way we work and fuelling the competition for talent. This competition, for example, is especially acute in the search for IT skills. In order to survive, large employers need to make a radical shift away from traditional thinking about employment and work to build more diverse career partnerships with different individuals and groups. In the current labour market, more and more employees are including such aspects as work/life balance and a company's commitment to the community among the values they seek in their employer. Competition among employers is intense in this market, with many job seekers able to be more discerning in their choice of an employer. Individuals and corporations are re-evaluating their priorities in this new environment, and the result is a new definition of a successful organization - an organization that includes the social dimension of their workforce as an attribute of their success.

4.1 Reasons Why Respondents Decided to Work with Their Organizations

Employer Branding has to do with the reputation of the employer and the reality of the reputation when employees take up employment with the employer. The second research question sought to find out the extent to which employer branding helps to attract and retain talents in organizations in the banking sector. To answer this question, the respondents were asked why they decided to work with their organizations. Table 1 presents the ranking of the reasons given by the respondents. The result indicated that employees are attracted by good conditions of service offered by employers in the banking sector. Majority of the respondents (78.2%) ranked good conditions of service first among the reasons why they decided to join the organization. Availability of career advancement opportunities was ranked second (71.3%). The core values of the organizations (69.0%) as well as the reward systems provided by organizations (60.9%) also served as means of attracting employees in the banking sector. Similar results were obtained by the Copenhagen Business School (2009) study. The study observed that, in order of priority, working environment, challenging work responsibilities, competence development and work flexibility were most important variables that attract prospective employees. Thus, the findings in the current study were consistent with that of the Copenhagen Business School. The current results were further supported by the view of the Economist (2008). According to the Economist, an employer brand can be used to help organizations compete effectively in the labour market and drive employee loyalty through effective recruitment, engagement and retention practices. This suggests that good working conditions and opportunities for career advancement in a given organization put it ahead of others in terms of talent attraction and retention.

Further analyses found that 89.7% of the respondents indicated that the brand name of the organization influenced their decision to join the organization they work for, and 86.2% would opt for their organizations as employers of choice because of the good will. This was further supported by the Copenhagen Business School (2009) research findings. General studies show that 65% of candidates are attracted to an employer because of the brand image, while the same study shows that 62% of employees leave an organisation because of the inconsistency of the brand image and the reality experienced once employed (Copenhagen Business School, 2009). Every rational employee wants to work in a company that has excellent reputation and is highly talked about publicly. For this reason, it is not surprising that a great percentage of the respondents indicate that the brand name or image of their organizations were crucial in their decision to work with them.

4.1.1 Reasons Why Respondents Decided to Stay with their Organizations

Concerning employer branding and retention of employees in the banking sector, the results indicated that a significantly high number (97.7%) of the respondents believed that their organizations were good places to work and 83.9% of them feel very proud working with their organizations because of the reputation of their organizations in the eyes of the public. Again, 80.5% of the respondents accepted that their organisations' brand image had positive values which made them feel good working with them. Furthermore, 82.8% of the respondents who feel the organisations' brand image had positive values could see themselves working with their organizations in the next 5 years (at least). The reasons why they would like to stay with their organizations were explored further. The results are presented in table 2. The results suggest that employers who create work environments that make their employees feel secured in their jobs are more likely to retain their employees. Opportunities for growth were ranked top-most (74.7%) among

other reasons why employees would like to stay with their organizations. The next after opportunities for growth was availability of Job security (71.3%), followed by the image of the company (70.1%).

A crosstab analysis indicated that 88.9% of the respondents, who asserted that the brand image of their organizations influenced their decision to work for the organization, saw themselves working for their organizations for the next five years. Again, 95.8% of the respondents who would opt their organizations as employers of choice also saw themselves working for the organizations in the next five years. A Chi-square test of significance indicated that there was a significant association between perceived favourability of organization image and employees retention ($\chi^2 = 32.545$, p < .001). This implies that, the more favourable employees perceive an organization to be, the more likely it is that they will be willing to work with that organization.

4.1.2   Chi-Square Test Result

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	32.545[a]	1	.000		
Continuity Correction[b]	28.019	1	.000		
Likelihood Ratio	24.675	1	.000		
Fisher's Exact Test				.000	.000
N of Valid Cases[b]	87				

StrategiCom (2010) observed again that when it came to the top five attributes in the retention of talent, respondents ranked "attractive overall compensation and benefit package", "opportunity for long-term career progression", "recognition and appreciation of employees' work", "job security" and "provide work life balance" in order of importance. The current study found opportunities for growth, job security, recognition and appreciation, company image and to be the top five important factors that are crucial in retention of employees. This is largely consistent with the findings of StrategiCom (2010). The implication here is that employees in Ghana as well as those in other economies are attracted by similar attributes of employers. This is not surprising because the world is now a global village and technology has made it possible for talented employees to know what is happening in other economies. Finally, the results indicated that 93.1% of the respondents stated that they would encourage their friends and families to do business with their organizations. This suggests that they perceived their organizations to be credible organizations worthy of associating with.

4.1.3   Conclusion

At a time when seeking talent in the ever shrinking global talent pool has become an international crusade (Armstrong, 2007), the quest to win the talent war has expanded to HR best practice, employer brand, reward, recognition and benefits, which are all issues related to the attraction and retention of talented staff (Crous, 2007). The race for an employer to be seen differently has only intensified in recent years mainly due to the availability of multiple opportunities and scarcity of good quality talent in the emerging markets. Employer branding is fast emerging a potential tool not only to communicate to the potential employees but also to the existing employees that the value proposition of the current employer supersedes their competitors. It is known that 65% of operating costs come from human resource costs, so managing these down make you immediately more profitable. For this reason, it is important to understand that margin enhancement actually starts with your human resource attraction and retention strategy, which is inevitably, your employer branding (Priyadarshi, 2011).

Organizations all over the world operate in a very competitive environment, and this calls for pragmatic strategies to be ahead in any sector. As indicated by the major findings of the study, branding has become a major tool for organizations to attract quality employees in their organizations. It is essential to create work environments that make employees feel secure psychologically. Workplaces that offer opportunities for growth also make it easier for employers to attract and retain employee. It is important for modern organizations to be able to retain talents to enable

them become efficient and effective. Work environment that is socially rich and psychologically empowering is also needed for organizations to be ahead of competition.

Employees today are choosing to work for reputable organizations. They consider employers who value their employees and treat them fairly. The employee is judicious about the company's employee experience policies and inquires hard about the reality of this experience. Important to an employee is the organisation's employee/employer relationship. Important to the employer, however, is the length of time it takes before the new employee is returning the opportunity and performance value back to the business. For some jobs, it can take months to return value, and for those employees who turnover within one year, the employer value yield for opportunity and performance is very small, zero or possibly in deficit. So making sure that your employer brand is attracting and retaining the right employees who will perform, commit and remain loyal is cost effective to your business. Organisations must aim to be employers where potential employees are attracted to work and existing staff remain loyal and perform for the good of the whole business. There is the need for employers to measure, analyse and position their employer brand to the job market where they will attract the right people with the right skills in the shortest period of time.

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Table 1: Reasons Why Respondents Decided to Work with their Organizations

Ranking	Reasons	Percent (%)
1	Good conditions of service	78.2
2	Means of career development	71.3
3	Core values of the organisation	69.0
4	Rewards and opportunities	60.9
5	Ethical behaviour	48.3
6	Quality products and services	48.3
7	Confidentiality of information	26.4
8	Undertakes CRS activities	16.1

Source: Field data, 2012

Table 2: Reasons Why Respondents Decided to Stay with their Organizations

Ranking	Reasons	Percent (%)
1	Opportunities for growth	74.7
2	Job security	71.3
3	Company image	70.1
4	Performance recognition	57.5
5	Quality of Management	55.2
6	Equal opportunities and fairness	50.6

Source: Field data, 2012

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