Employer Branding and Striving in the War of Talent: Exploration Study in the Renewable Energy Sector in the UAE

العلامات التجارية والمساعي في استقطاب المواهب: دراسة لاستكشاف قطاع الطاقة المتجددة في دولة الإمارات العربية المتحدة

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Abstract

Anticipations about the shortage of talent and consequent intimidations to companies' ability to attract and recruit the required employees are threatening the corporations around the globe. The severity of this anxiety is even bigger for the renewable energy industry, due to a huge gap in supply and demand side of alternative energy professionals. The purpose of this paper is explore the employer branding status of a rapidly flourishing renewable energy company in UAE and also to determine that to which extent its strategies have been effective to construct its image as an attractive employer. A mix of quantitative and qualitative techniques is used to analyze the primary data which is collected through open-ended and close ended questionnaires designed for measuring the perceptions of existing and potential employees of the company. The samples of 75 existing employees and 60 potential employees have been used to gain a comprehensive insight into the matter. The key findings of the study include the huge gaps existing in the internally prevailing situation for the company and the general perception in the market about the company as an employer. The areas constituting the setback have also been highlighted, with the particular emphasis on feasible solutions.

Considering the discovered veracities, adoption of a thoroughly revised performance appraisal and compensation system, a proactive recruitment strategy and the construction of a healthy psychological contract have been recommended. Furthermore, the elucidation for constituting a flexible career path to make XYZ Company a desirable workplace for generation Y in particular, is also embraced in the recommendations.

الملخص

تشير التوقعات بأن النقص في المهارات اللازمة والتخوف المستمر من قدرة الشركات على جذب وتوظيف الكفاءات تهدد الشركات حول العالم. وتزداد حدة هذا القلق عندما يتعلق الأمر بقطاع الطاقة المتجددة وذلك نتيجة للفجوة الكبيرة بين العرض والطلب في أعداد الخبراءالبديلين العاملين في هذا القطاع. يتجسد الغرض من هذه الدراسة في استطلاع وضع التوظيف في إحدى الشركات التي تسجل نمواً مضطرداً في دولة الإمارات العربية المتحدة، إضافة إلى إظهار درجة فعالية استراتيجياتها في بناء صورتها كشركة جاذبة للكفاءات. وتم استخدام مزيج من أساليب البحث الكمية والنوعية في تحليل البيانات الأولية والتي تم جمعها عبر استطلاعات أسئلتها إما مفتوحة النهاية أو مقفلة النهاية، والمصممة لقياس مدى رضى الموظفين والتصورات القائمة حول الموظفين الحاليين والمحتملين في الشركة. وشارك 75 موظف حالي و60 موظف محتمل في الإستبيان بهدف التوصل إلى رؤية شاملة حول المسألة. وتشير النتائج الرئيسية التي تم التوصل إليها الى وجود فجوة كبيرة بين الوضع الداخلي السائد في الشركة، والتصور العام في السوق حول موقع الشركة كجهة مميزة للتوظيف. كما تمت الإشارة إلى العقبات التي تواجهها الشركة مع التركيز بصورة خاصة على الحلول الممكنة.

وبناءاً على الحقائق التي تم التوصل اليها، فقد تمت التوصية بتبني نظام مطور لتقييم الأداء والرواتب، واستراتيجية توظيف فعالة، وتطوير عقد توظيفي مريح وجاذب. إضافة إلى ذلك فقد تمت التوصية بضرورة خلق خطة مرنة للمستقبل الوظيفي بما يجعل شركة XYZ مكان العمل المفضل للجيل واي (generation Y) بصورة خاصة.

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Introduction

Chapter 1: Introduction

Climate change concerns, peaking oil prices, fast depletion of non-renewable energy sources and impending energy crisis have multiplied the market for renewable energy technologies by many folds, over the last five years. Massive capitals are being invested worldwide in the renewable energy projects, in order to attain the long term sustainability.

Responding to the unprecedented need for sustainable energy, a renewable energy company XYZ has been launched in UAE which is focused on developing sustainable low-carbon energy projects. They are aiming to ascertain such ideas and technologies which will not only appear as a milestone for the surrounding regions, but will also pave ways for the global development of renewable energy sector.

Capable work force has always been a critical success factor for the success of any organization regardless of its type, but the competition for the talented employees has been intensified by many folds over the past few years (Hay, 2002). The major constituents for this hostility are the emergence of China, Russia and Brazil as economic powers, augmented need for higher productivity in low cost due to global downturn and battle of brand identity (Mossevelde, 2010). Therefore, in order to stay competitive, the discipline of employer branding has gained escalated substance and is emerging as an integral part of management strategies for all type of organizations including renewable energy industry. The consequent retirement of a large number of alternative energy engineers from the baby boomer generation and the significance of employment culture to the generation Y population have forced the renewable energy companies to solicitously start considering the strategies of employer branding (Dzurilla, 2008).

Hence, the discipline of employer branding appears to be critical for a company like XYZ which is aiming to establish a standard for the rest of the world, in the context of renewable energy sources utilization and development.

This study aims to assess the efficacy of employer branding process in XYZ with the scrupulous stress on the perception held with the potential applicants/employees, about XYZ as an employer. It has also to be explored that what are the factors that are hindering the process and what possible measures could be taken to make XYZ an employer of choice.

1.1. Background of the Study

There is a wide range of forces and factors that have shaped the background for the recent picture of employer branding process, in term of density and implications. An overview of those critical forces, along with the particular pressures of renewable energy industry, is as below:

1.1.1. Generation Gap at Workplaces

At current, four different generations are there in the work forces around the globe and the creation of such workplaces where the needs of each group are being satisfied has become vital to approach the excelled productivity and survival in many cases. It is highly important to comprehend the differences between the generations that set the four groups apart. The set of values vary for each of the four groups and has the potential to influence the culture of an organization profoundly. Below is an illustration of dominant values in today' workplace:

Demographic	Entered the Workforce	Approximate Current Age	Dominant Work Values
Traditionalists	1950s or early 1960s	65+	Hard working, conservative, conforming; loyalty to organization
Baby Boomers	1965-1985	Early 40s to mid-60s	Success, achievement, ambition, dislike of authority; loyalty to career
Generation X	1985-2000	Late 20s to early 40s	Work/life balance, team-oriented, dislike of rules; loyalty to relationships
Generation Y	2000-present	Under 30	Confident, financial success, self-reliant but team oriented; loyalty to both self and relationships

Table: 1.1: Dominant values in today' workplace (Source: Society for marketing professional services foundation, 2008)

In the prevailing scenario, the late baby boomers and generation X are moving towards the executive ranking, in order to plug up the space generated by the retirement of traditionalists. Consequently, a lot of space in the middle level management is being vacant for the generation Y (Quinn, 2006). This situation does not only lead to a lot of opportunities but also crafts a decisive stipulation to deal with, on the part of employers. The most critical is the issue that the values of generation Y are not the same as of baby boomers who used to consider the employer organizations as the nucleus of their career and their agreement with the employers was built on loyalty to one's career. Their foremost expectations from an employment opportunity were only monetary rewards and promotions (Jugde & Robbins, 2007). Consequently, the economic benefits were their sole attractions and also the only domain to be taken into consideration by the employers when they have to formulate a strategy for the acquisition of needed work force.

1.1.2. The Revolt of Generation Y

In contrast to the value system of baby boomers, the values for generation Y are different as shaped by modern geo-political and economical environment. They have an entirely different definition of corporate loyalty and they do not seek to have a job in one organization for the whole of their lives (Turetsky, 2007). For them, personal growth is the biggest motivation and they seek to avail preferably those employment opportunities that have the potential to keep them in a sturdy process of skill development, throughout their careers (Turetsky, 2007).

For generation Y, the employee/employer contract has become less-permanent then the previous generations. They value team environment, self reliance and a certain degree of autonomy at work. There are more inclined towards the interactive and collaborative work environment that provides them frequent opportunities for the sharing of ideas. Another evolutionary transformation is the willingness of generation Y to sacrifice a part of money or designation to attain a better work-life balance (Jugde & Robbins, 2007). According to a recent survey, despite of having high job satisfaction majority (74%) of workers (full time and part time) are likely to consider the new job opportunities (Huhman, 2011). These statistics are the unequivocal evidence of huge shift in the values and expectations of generation Y towards the employers.

1.1.3. Accommodating the New Values

It has become indispensable for the employers to accommodate the above mentioned changed set of values held by the generation Y, in order to employ these resources productivity. It is now vital for the survival of organizations in the capacity of employers, to comprehend the need for change and also to formulate a powerful coalition to lead that change (Kotter, 1996). While responding to this change, an altogether new vision is also required and most crucial is the effective communication of that vision throughout the organization. In order to have that vision in action, the empowerment of employees has been made mandatory which encourages them for risk-taking, creative problem solving and self-reliance (Kotter, 1996).

1.1.4. War of Talent

As a result to globalization and sky high advancements in technologies, a new and highly competitive knowledge-based economy has emerged. Consequently, the demand for high skilled workers has boosted up spectacularly, in the market (MicKinsey, 2001). Talented employees have always been important for organizations but now they have become crucial for the survival. This situation of attracting and retaining the talent from the highly competitive market has led to a war of talent. This war is likely to stay around for next 2 decades, hence it has become imperative for the organizations to revolutionize their strategies to approach this business reality winningly (Mickinsey, 2001). According to general estimates, Around 73 million more factory workers would be required by 2015, which is 50% more than current number, there is an immense shortage of knowledge workers expected by the coming years, the retail sector will add millions of new jobs and the IT/ITES sector will need a work force of several millions to maintain only the current market share (Bhattacharya, n.d). All these statistics are visibly indicating a huge gap in supply and demand of work force, thus the competition in attracting the talent has been augmented, drastically.

1.1.5. Paradigm Shift from Industrial to Information Age

The world has witnessed a revolutionary change in all the layers of business as the mankind stepped into the information age leaving behind the industrial era. This shift has also altered the

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corporate view of valuable assets and the intangible assets such as proprietary intellectual capital, winning brands, and innovative ideas are increasingly beating the property, plant and equipments in the balance sheets (MicKinsey, 2001). The most influential and valuable constituent in the list of these intangibles is the "talent". The companies have started to realize the strategic importance of talent and a race has been started to attract and retain the talent in order to excel in the market.

1.1.6. Impact of Globalization and Demographical Changes

The prevailing demographical changes have also increased the urgency of effective employer branding strategies, in all the corporations around the world. The developed world is facing a huge imbalance in the human resources due to falling birth rates and increased retirements (Guthridge et al. 2008). While on the other hand, the emerging markets are producing a surplus of young talent.

Organizations are not any more limited to the local labour markets because of the recruitment decisions; therefore they have developed the ability to tap into the global talent pools to attain the competitive edge (Minchington, 2011). Moreover, eying on the global talents pool has become vital for the survival of global corporations while considering demographical changes. But despite of this increased thirst of developed world to exploit the emerging markets, the global talent acquisition is not a simple and straightforward riddle. Differences in the educational standards, cultural difference, reluctance in taking the initiatives and assuming the leadership positions are among the biggest barriers in employing the professionals from the developing countries, for the global corporations (Guthridge et al. 2008).

1.1.7. Global Financial Crisis and Employer Branding

Doing more with less and cost cutting has been identified as the most prudent remedial measures in order to survive and recover from the global economic turndown. Hence, it has become more crucial to recruit right people for the right job and to attract and retain the talent that can yield high profit and maximize the value. Hence, an effective employer branding strategy is now seen as the most effective tool to achieve this goal (Mossevelde, 2010).

Uneven economic recovery in many of the countries accompanied with several other factors is dragging the world into an era of unparalleled talent scarcity. This situation requires a crucial role to be played by the employer brand managers in all the global companies (Minchington, 2011).

Over the past few years trends in employees' development have changed and an intense competition has been seen in attracting the talent from the work force market which is getting tighter day by day. According to a recent survey, the number of employee brand managers who are leading employer brand projects has amplified by threefold (from 10% to 28%) in the past four years (Woods, 2010). Despite of global economic turndown, companies are investing in the research and development for the strategies related to people management, whereas the rationale for such investment is that employer branding is now seen as the actual long term solution in the prevailing situation.

1.1.8. A Hidden Aspect of Sky-High Unemployment Rates

Although unemployment is one of the most common issue and concern of all the economies around the globe, but it is only the one side of the picture. According to the chief executive of Manpower Inc. there is an immense shortage of work force with the specialized skills. He added that the issue of this shortage is so severe and influential that it is hindering the recover process from the global recession (Zieminski, 2010).

On one hand the unemployment statistics are going up for almost all the economies but the alarming shortage of talent is also a reality. The underlying fact is that it is not about the number of potential candidates, the actual dilemma is of talent mismatch which refers to the insufficiency of people with right skill at the right place on the right time. The prevailing biggest talent gaps are in Japan (76%), Brazil (64%), Argentina (53%), Singapore (53%), and Poland (51%). For US and Canada it is 34% and 21%, respectively (Corporate eye, 2010).

Developed countries, due to their decreased birthday rate, are eying on the emerging markets such as Russia, China and India but the predictions about future oh these countries are also alarming enough. Russia is expected to have a reduction of approximately 20 million working-age people by 2030. According to an estimation of UN, China's working-age population (aged 15-59) is expected to fall behind Vietnam's in 2020 and is expected to lag behind India and Brazil in 2025

(Minchington, 2011). Majorly, the shortage of workforce in these countries is expected to be in the categories of senior management and executives levels.

A substantial workforce shortage in the energy and utilities sector has also been reported recently. Only in the United States 40% of the total workforce of power generation industry is expected to retire or leave the industry by the year 2013. Consequently, a huge gap of skilled workers in the energy industry is likely to threaten the future of energy sector (Gallucci, 2011). The energy sector at Canada is also feared by the expected labor shortage which can potentially harm the economy by delaying the upcoming oil and gas projects. According to an estimate, by the next decade there will be a need for 100,000 new workers to accomplish the total requirement of the energy sector (Calgary Hedald, 2010).

Taking into account the scenario of renewable energy companies specifically, the facts and figures are depicting an even worse situation in the context of workforce supply and demand. According to Ben Cartland (2011), associate at the recruitment firm, an increase of 91% has been witnessed in the number of fulltime employees of wind energy sector, between 2007 and 2010. He believes that the supply for non-technical jobs in the renewable energy sector is not a big issue but for the technical positions, there is a huge gap in supply and demand situation.

1.2. Statement of the Problem

The concept of brand that has engraved the face of global business exceedingly essentially refers to only the perception and image of a product or service in the minds of the customers (Rooney, 1995). In the initial literature on branding, very less of the evidences could be witnessed about the role of employees in the overall success of branding process such as the famous Kotler's definition (Kotler, 1997). With the passage of the time, the importance of the stakeholders other than customers was realized and employees were also identified as the valuable sources to reflect the vision of an organization to the world outside (Roper & Davies, 2003).

As indicated by the most recent studies, the corporate world is in a dire need of talent management which is simply not about the conventional recruitment practices (Stahl et al., 2007). The ultimate goal of the talent pooling within an organization is to create a prestigious employer brand. An employer brand is defined as the company's image as seen through the eyes of its associates and potential hires. It is intimately linked to the "employment experience" of what is it

like to work at a company, including tangibles such as salary and intangibles such as company culture and values (Martin et al. 2005). The process of employer branding is referred as the package of functional, economic and psychological benefits provided by employment, and identified with the employing company (Ambler & Barrow, 1996). An imperative concept in this context is of corporate reputation which stands for a signaling activity or the interpretations and perception of the stakeholders based on the information about the actions of a corporation which is available to them (Riordan, 1997). An effective communication about the value of a job opportunity has been suggested as one of the most powerful tool to institute a successful employer brand and eventually to bring a strategic advantage to the organization (Collins & Stevens, 2002). A closely related notion to employer branding is of employment value preposition (EVP) which is used to indicate the underlying offer against which an organization fabricates its employer brand management and marketing activities. It has also been elaborated as the set of associations and offerings provided by an organization in return for the skills, capabilities and experiences that an employee brings to the organization (Minchington, 2005).

Instrumental and symbolic both types of attributes are associated by the potential employees while they are getting attracted towards an organization. Lievens and Highhouse (2003) has given an amplified emphasis on the criticality of symbolic attributes as they believed that these characteristics are crucial in shaping the behavioral patterns of the potential employees and they are likely to get attracted towards the organizations that have features similar to their own personal values. A set of five components have been suggested by Berthon et al. (2005) which are Interest Value, Social Value, Economic Value, Development Value, and Application Value.

Backhaus and Tikoo (2004) have presented a conceptual framework where the marketing and human resource concepts are incorporated to understand the employer branding process. According to this model two principal assets, brand association and brand loyalty, are created from the employer branding process. Employer brand associations lead to the employer image which ultimately makes an organization attractive for the potential employees, while organizational culture and identity also get influenced by the employer branding which as a result earn the employer brand loyalty.
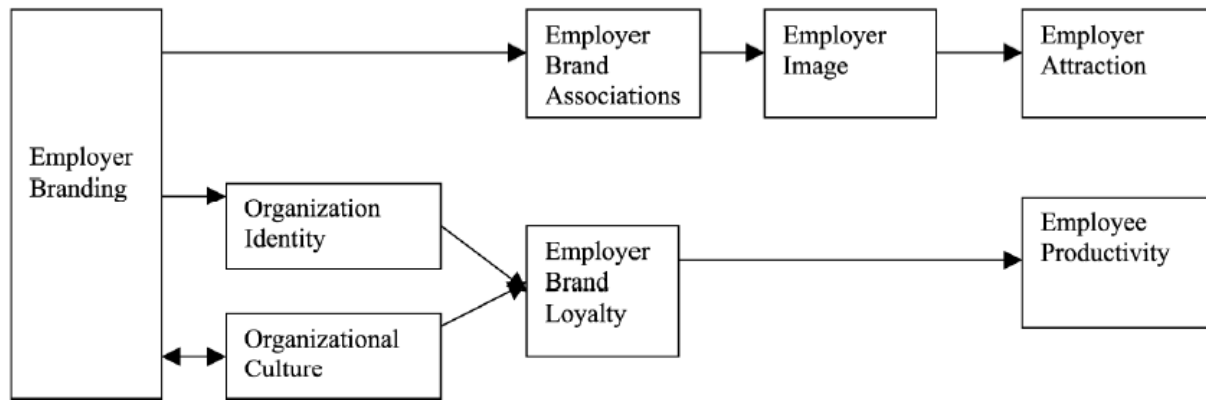
Figure 1.1 Employer Branding Framework (Source: Backhaus & Tikoo, 2004)

The employer branding model presented by Universum can be used by organizations as an effective tool to structure their activities and maximize the value through employer branding (Universum, 2004). This model is consisting of research, EVP consulting, communication plan, communication material and actions.

The research study of Boyd and Margeret (2006) has presented a model to create a culture where the employees actually live the brands. Their proposed cycle is started with the cogent identification of real organizational goals and the effective communication of a vision based on those goals to attain the employees' commitment. This function should be accompanied with a corporate culture where the employees are viewed as valuable assets and they have a sense of belonging towards their organization. Lastly, it is emphasized that an integrated measurement and reward criteria along with a continuous monitoring of organizational culture should be there.

Despite of it being a relatively new area of study, several of the current research studies have put an effort to throw light on the context similar or closer to this. A survey research report by ICMA international (2010) has provided very constructive findings about the change in the preferences of the professionals towards the employers. According to their findings job security is the most critical factor followed by the financial stability. Although the relative importance on job security, in the perception of the potential employees, has reduced over the last year but still it is given a high consideration.

Davies (2008) also made an attempt to contribute into this area of research and based on a very strong research design he explored the role of the employer brand in influencing employees'

perceived differentiation, satisfaction and affinity. Similar, a comprehensive study describing the underlying characteristics of a successful employer brand is by Moroko and Uncles (2008). It has been accentuated in this study that there has to be a consistency between the image that was being portrayed by the corporation and the actual work experience of the employees.

It has been found that firms tend to focus in highlighting their organizational attributes while designing the contents and description of the job openings, on the online job sites (Backhaus (2004). The employee advancement aspect is given lesser magnitude. Substantiating this view, it is argued by Foot and young (2005) that the firms use these platforms (online job sites) only to portray itself as a sound icon and to sell its image as an employer of choice.

Several of the researchers have brought forward worthwhile findings about the talent management aspect of employer branding such as Farley (2005) and Ready and Conger (2007). Indisputably, their contributions are quite focused and values adding in the context of talent management concerns but unfortunately no industry specific details have been provided by either of them.

The similar issues raises up when the previously established empirical evidences and theories are referred for the concerns related to talent management for a specific industry (particularly the emerging ones)

According to the marketing director of American solar energy society, competition for attracting talented employees is escalating. It is strongly believed by him that competition of products may be limited to the extent the boundaries of renewable energy industry. But in the struggle of attracting and recruiting the talented employees, renewable energy companies are also standing in the same queue (Dzuilla, 2008). The need for an increased understanding on relationship with employees in the renewable energy industry is also felt on the urgent basis these days (Dzuilla, 2008). The increased competition among the leading renewable energy companies in term of perceived importance of employees' development is also evident from their new strategies and vigilantly premeditated employees development programs (Renewable energy industry, 2009). But all these plans are strategies are limited to the perimeters of developed nations. One of the most obvious reasons for this severance is the fact that only these nations have so far achieved considerable milestones in the development and implementation of alternative energy sources. Moreover, if the already existing literature is carefully evaluated, it is evident that very less of the research has been

conducted on the management, organizational and human resource issues specific to renewable energy industry.

For instance, the issues of talent management specifically in the renewable energy have been addressed by Edon Scott (2009). The work done by him and some of the other people have pointed out the fundamental deficiencies and have discussed some of their causes with having almost the same outcomes. But no significant insight can be gained through any of these studies about the practical concerns in this context and in particular there is a lack of empirical research in this area that could yield problem solving outcomes instead of only listing them.

Again if the aspect of renewable energy is ignored for a while it is likely to appear neighboring to the current study, but the prefix of renewable energy leads to a huge research gap.

For one thing, employer branding is a relatively new and emerging discipline of research, hence only a limited evidences could be found in the existing literature. Moreover, while viewing from the perceptive of renewable energy industry the gap become even wider. Lastly, all the existing empirical evidences are based on the cases of developed nations, the generalization of which on the developing world is of course irrational, therefore there is a dire need to explore the employer branding phenomena in a renewable energy company of middle east.

1.3. Aims and Objectives

- To explore the current status of employer branding in XYZ
- To critically evaluate the effectiveness of employer branding strategies currently held with the management of the company
- To assess and evaluate the perceived image of XYZ in the market
- To assess the deficiency in the current practices and how they are effecting the growth and performance of the company
- To determine the courses of actions required to be executed in order to recognize XYZ as one of the leading employers in the renewable energy sector

1.4. Research Questions

RQ1: What is the current status of employer branding in XYZ?

SRQ1: To which extent XYZ is providing Economic Value to its employees?

SRQ2: To which extent XYZ is offering development and social value to its employees?

RQ2: How the employer branding practices at XYZ are correlated with its success as an employer of choice?

SRQ3: To what extent XYZ is perceived as prestigious employer brand?

SRQ4: What is the level of attractiveness of XYZ as an employer based on its corporate culture and the interest value it is offering?

SRQ5: Are the recruitment strategies of XYZ effective enough to attract and retain the talent from today's highly competitive market?

1.5. Definitions

Employer

In this thesis, the term employer is used to refer a legal entity that controls and directs a servant or worker under an express or implied contract of employment and pays (or is obligated to pay) him or her salary or wages in compensation.

Branding

In this thesis, the term branding is used to refer The process involved in creating a unique name and image for a product in the consumers' mind, mainly through advertising campaigns with a consistent theme. Branding aims to establish a significant and differentiated presence in the market that attracts and retains loyal customers.

Renewable energy

In this thesis, the term renewable energy is used to refer any naturally occurring, theoretically inexhaustible source of energy, as biomass, solar, wind, tidal, wave, and hydroelectric power that is not derived from fossil or nuclear fuel.

Talent

For the purpose of this research, talent is defined as a highly skilled and motivated individual, who possesses certain abilities which enable him or her to perform a specific task better than other individuals.

1.6. Significance of the study

The issues of talent management specifically in the renewable energy have been addressed by Edon Scott (2009). The work done by him and some of the other people have pointed out the fundamental deficiencies and have discussed some of their causes with having almost the same outcomes. But no significant insight can be gained through any of these studies about the practical concerns in this context and in particular there is a lack of empirical research in this area that could yield problem solving outcomes instead of only listing them.

The research studies of Glen (2006) and Anderson (2008) and Greening and Turban (2000) are also based on diverse facets of employer branding such as the impact of different managerial practices in the retention of valuable employees and upshot of corporate social responsibility on a company's image as an employer etc. Certainly in a way these studies are related to the current study and the outcomes of them may be somehow supportive for the further development in this context but none of these have addressed this problem from the angle that this study aims to capture.

A recently conducted study by Bergman and Arnstrom (2010) aimed to explore those certain management practices by an employer that enables it to attract the right employees from the market. Since the research approach undertaken by them was purely qualitative, hence it provided less inclusive pronouncements. However, the inferences they made were focused on strategy, structure and communication. This study may be regarded as closely related to the current study but when seen from the view point of renewable energy industry specific needs, it is of course likely to provide abridged relevance.

Another somewhat similar study is conducted by Gao (2006), who explored the drivers of ideal employer image by the way of appraising the perception of university students in China US and Germany. A noteworthy aspect of this study is that it used an inductive and quantitative research

approach to measure the attributes of an ideal employer from the eye of a student. Again if the aspect of renewable energy is ignored for a while it is likely to appear neighboring to the current study, but the prefix of renewable energy leads to a huge research gap.

The outcomes of the research are expected to present the current status of employer branding in XYZ and also the perceived image of the company outside, whereas the hindrances are also likely to be highlighted.

Therefore, this research is likely to present an in-depth learning on the subject of employer branding particularly from the perspective of a renewable energy company. For one thing, it is important to explore the status of employer branding in XYZ because the outcomes of it can be employed in effect to re-direct the forces to use this tool productively. The successful implementation of employer branding will eventually result in the enhanced business performance.

On the other hand, as XYZ is aiming to set up a standard for the rest of the world in the context of renewable energy, this research will provide a valuable learning to establish a strong brand image of the company.

Chapter 2
Literature Review

Chapter 2: Literature Review

In this chapter, we aim to discuss the fundamental concepts related to all the aspects of employer branding and their applicability particularly from the prospective of renewable energy sector. We shall review the theories and models from traditional branding field as well as from the current research in the discipline of employer branding. We seek to scrutinize the amplified scope of employer branding in the renewable energy industry evident from the recent literature and also from the existing practices by the leaders in this industry. The ultimate goal of this literature study is to critically appraise the existing literature and to identify the gaps in the research, in order to establish the rationale.

2.1. Fundamentals of Employer Branding

It is very important to have a deep analysis at the fundamentals of the employer branding. That is done by looking the definitions as well as the theories of the words.

2.1.1. The Branding Paradigm

The term brand, that in the recent times has acquired a position among the most valuable assets of an organization, essentially refers to the image or perception about a specific product or service held in the minds of the consumers. Moving a step ahead, branding is the process of marketing that idea or image with the goal of making it recognizable by more and more people (Rooney, 1995).

Certainly, the efforts apportioned to create this "perception" are in the pursuit of gaining some value and the value it brings is identified as brand equity. A crucial point to comprehend is that the "perception" actually held in the minds of the consumers may not be the same as what the management of an organization want or think it to be (Heding, T et al, 2009).

2.1.2. Brand Image Vs Brand Identity

This potential disparity leads to two essential as well as distinct concepts of branding which are brand identity and brand image. Brand identity refers to that specific perception about a product or service that the management of an organization wants to create. It is the way they want to be identified in the market and targeting to which they formulate their marketing strategies (Kapferer, 2004). While in contrast to it, brand image is the other side of the picture as it refers to what people believe, think, expect and feel about a specific product or service. The discrepancies between the messages sent (brand identity) and message received (brand image) is due to the increased competition and noise in the market (Kapferer, 2004).

2.1.3. Employees and Brands

Generally, all the conventional theories and definitions of brand and branding are more focused on customers than the other stakeholders of the organization, whereas the potential employees (being one of the stakeholders of an organization) have not been addressed in the earlier literature related to branding. For example the famous Kotler's definition of a brand states " a brand is a seller's promise to consistently deliver a specific set of features, benefits and services to buyers and is intended to identify the goods and services of one seller and differentiate them from those of competitors" (Kotler, 1997 P.443).

Roper and Davies (2003) suggested that the actual success of corporate branding process can be attained by not only focusing on the customers but also by targeting the needs of multiple stakeholders including employees. The employees must comprehend the vision of their organization and it should be reflected through their actions.

The concept of talent management is based on the pooling of capable and performance-oriented employees in an organization. The major difference between conventional recruitment and talent management is that the former one refers to only the hiring of specific people for the specific jobs, while the later one stands for recruiting the best people and then placing them into the suitable positions (Stahl et al., 2007).

2.1.4. What Is Employer Branding?

In general, employer branding stands for the application of principles of marketing on the human resource activities (for current as well as for potential employees). In the same way as the product branding takes into account that how a product stands for its customers, employer branding considers the existing as well as potential employees as the branding targets (Edwards, 2010).

Firstly, the term "employer brand" was used in 1990 to refer the reputation of an organization. An employer brand is defined as the company's image as seen through the eyes of its associates and potential hires, intimately linked to the "employment experience" of what is it like to work at a company, including tangibles such as salary and intangibles such as company culture and values (Martin et al. 2005).

One of the earliest definitions of employer branding has been provided by Ambler and Barrow (1996) which stated it as the package of functional, economic and psychological benefits provided by employment, and identified with the employing company. Making it more explicable, Backhaus and Tikoo (2004) has defined it as "employer branding represents a firm's efforts to promote within and outside the firm, a clear view of what makes it different and desirable as an employer". The definition provided by Minchington (2005) is also comprehensive and most referred in the current debates. According to that, employer branding is "the image of your organization as a 'great place to work' in the mind of current employees and key stakeholders in the external market (active and passive candidates, clients, customers and other key stakeholders). The art and science of employer branding is therefore concerned with the attraction, engagement and retention initiatives targeted at enhancing your company's employer brand."

According to Mosley (2007), up till now, the firms have been utilizing most of their efforts to build a distinguishing external reputation and only the limited forces were applied to attain the employee engagement or to cultivate a changed corporate culture. But now the need for an integrated approach has been felt and corporations are aligning the external recruitment promises with internal employment experience.

2.1.5. Corporate Image and Corporate Reputation

Corporate image refers to the perception about an organization in the minds of the stakeholders and it is considered as a significant interpreter of the behavioral patterns and decisions of potential employees (Gatewood et al, 1993). Moving a step ahead, corporate reputation is defined as a signaling activity or the interpretations and perception of the stakeholders based on the information about the actions of a corporation which is available to them (Riordan, 1997). The importance of these signals gets increased by many folds in the highly competitive markets and an organization's conveyed image about its attributes is likely to have direct positive impact on the attractiveness of a firm for the applicants. It has been suggested that an effective communication of value of job opportunities through a powerful employment brand has the potential to bring a strategic advantage to an organization, particularly in the prevailing context of war of talent (Collins & Stevens, 2002). Moreover, drawing attention to the distinctive attributes of an employment opportunity can also work as an effective tool to gain the considerations of the potential employees. But it has also been argued that an effort to build an independent employer brand (separated from the overall corporate branding process) is not a recipe of attaining the competitive advantage. An employer brand must be consistent with the overall brand image of corporation so not to threaten its identity (Hatch and Schultz, 2008).

2.1.6.Talent Management/ Talent War

The term of talent management emerged in the last decade in order to incorporate developments in human resources management. Conventionally, it refers to the ability and skills of a corporation/employer to attract the highly skilled workers from the market and also the process of integrating new workers along with developing and retaining the existing ones to meet current and future business objectives successfully (Berger & Berger, 2004).

Particularly emphasizing on the notion of "the war for talent", this term was coined by Steven Hankin of McKinsey & Company in the year 1997 and a book by Ed Michaels, Helen Handfield-Jones, and Beth Axelrod. According to Hankin, this terminology stands for the progressively more competitive landscape for recruiting and retaining the talented employees (McKinsey & Company, 2001). Whereas the book by Michaels et al. (2001) suggested that the term of war for talent is not

only about a set of superior Human Resources processes rather it refers to a mindset that accentuates the significance of talent to the success of organizations.

Huge disparities are found in the ways the different organizations perceive and define the terms of war of talent and talent management, whereas the same incongruities are observed in the context of handling of the related domains (such as efforts to execute the talent management) by the different corporations. For instance, to some of the firms talent management is about the management of high-worth individuals or "the talented ones". But on the other hand, several organizations take it as how talent is managed at general, such as assuming that all people have talent while the real need is to identify and liberate it (Scullion & Collings, 2010).

In the corporations which tend to adopt the talent management strategy, the decision making related to employees is not the function human resource department only rather this responsibility is shifted to all the managers throughout the company. Taking into account the fact that competition among the firms to attract and retain the profitable employees has reached to the peak and also because of the strategic significance of this phenomena, it is now referred as the war of talent (Silzer & Dowell, 2010).

2.1.7. Employer Value Preposition

As we have discussed the basic concepts of brand image and identity, the application of this paradigm on employer branding has been presented by Parment and Dyhre (2009), who extended another dimension of it by adding the component of brand profile. According to their three dimensional model identity refers to "what you really are", image stands for "how you are actually perceived by others" and profile is "who you want to be". Employer branding has an unequivocal difference from the traditional branding in term of the relationship between brand identity and brand profile. In the general concept of branding, an organization may want and attempt to portray a puffed up image of it, in the minds of its stakeholders. In divergence to this, in the employer branding one such practice is undesirable as failing to realize such promises can lead to ominous consequences such as unmotivated employees who would eventually leave the organization and would leave a long-lasting smudge on the image of the company as an employer.

Below is a depiction of this model, where the intersection of three circles is denoting the existing employer value preposition (EVP) of an organization:
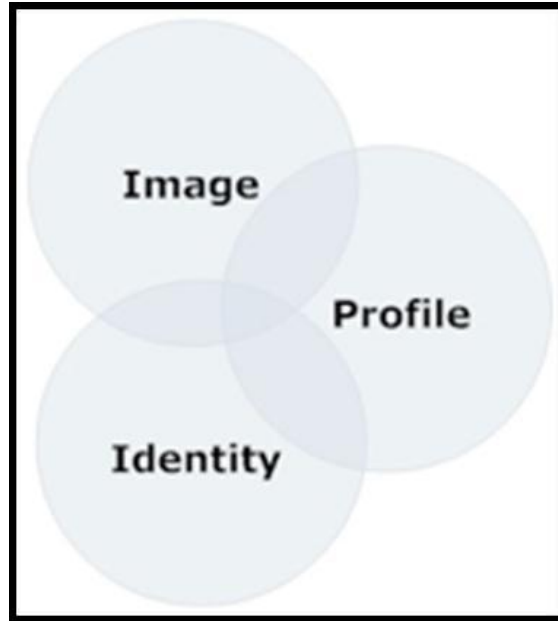
Figure 2.1 EVP (Parment & Dyhre, 2009)

Mickinsey and company (2001) have provided a framework to win the war of talent which is currently prevailing in the market.

According to them, the EVP components that drive satisfaction in employees are exciting work which is consisting of challenging tasks, a great company which has admirable corporate culture, values, open environment, emphasis on performance and influential leadership, wealth and reward which gives them a feeling of being valued and recognized and lastly growth and development which enhance the skills of the employees continuously as it is seen as the only real security in the job markets today.

Figure 2.2 EVP Components (Source: MicKinsey, 2001)

2.1.8.Constituents of Job Preferences

Several elements have been identified by the previous studies which are mostly considered by the individuals while evaluating a certain job such as the information directly related to a job etc. A widely supported opinion in this context is of Lievens and Highhouse (2003), who suggested that the perceptions of the potential employees and the organizational characteristics such as remunerations, growth potential, career development opportunities and organizational culture and structure have critical influence on the attractiveness of an employer.

2.1.9.Instrumental-Symbolic Framework

Since employer branding has been defined as the package of functional, economic and psychological benefits provided by employment and identified with the employing company, hence

it is comprehensible that instrumental functions and symbolic meanings both construct the perceptions of the employees (Berthon et al, 2005).

According to Lievens and Highhouse (2003) applicants associate both of these while being attracted towards a job, whereas instrumental attributes refers to the objectives and other physical and tangible characteristics related to job. In contrast to it, the symbolic meanings which refer to the intangible aspects of an organization that how people perceive and make inferences about it, play more critical role in shaping the behavioral patterns of potential employees. The applicants are likely to get attracted towards those organizations that carry similar characteristics as of their own personal values.

2.1.10.   Measuring Employer Attractiveness

Berthon et al. (2005), in their study, have suggested a set of five components that describes the grounds for the actions of the potential employees in getting attracted towards a certain organization. Those five critical factors are Interest Value, Social Value, Economic Value, Development Value, and Application Value. Interest value stands for degree to which an individual gets attracted towards an organization that offers an exciting work environment and involves his creativity to produce innovative products and services, while the social value refers to the extent to which an individual gets attracted towards an employer that offers fun-oriented work place and has an environment of sound co-workers relations and team spirit.

Economic value, as suggested by the name, assesses the degree to which an individual gets attracted towards an organization that offers competitive remunerations, promotional opportunities and job security.

Development value tends to evaluate the degree to which an individual gets attracted to an employer that can potentially provide him the recognition, self-worth and confidence, whereas the last element the application value measures the extent to which an individual is attracted to an employer that gives the employees the opportunities to apply what they have learnt and carry a humanitarian environment which aims to give back to the society.

2.2. Employer Branding and Renewable Energy Sector

Renewable Energy companies like many other organizations are very keen in attracting the competent and talented people from the market. They are working on their employer brand to attract and attain the skillful staff to the organization.

2.2.1. Energy Sector and Augmented Management Concerns

Today, companies like Google, SAS, Boston consulting group and Zappos.com are among the best employer brands of the world (FortuneMegazine, 2011). Almost all the industries are striving towards the formulation of employer branding strategies, although different sectors have diverse constraints and advantages in this context.

In order to gain an understanding about the most recent leadership and management issues in the energy sector as a whole, a report by CCL (Center for creative Leadership) is quite explicatory. According to their study, energy leaders show a skill gap in several key areas, but the element that entails the foremost attention is the ability to lead and manage employees. The current leadership of energy sector is effective in putting people at ease, recognizing and appreciating differences but these are not the high priority skills for such organizations. Therefore, energy sector (both utility and fossil fuel organizations) needs to improve the ability to build and lead a team of productive and efficient employees, in order to create direction, alignment and commitment within the organization (Hart et al, 2009). Despite of the fact that the context of employer branding has not been addressed specifically, still an insight can be gained about the escalating need of drivers of employer branding process such as motivation, commitment with the organization's vision and effectual communication.

2.2.2. Renewable Energy Sector and Employer Branding Substantiation

Renewable energy is relative a new industry, therefore not much of the research can be found in the context of employer branding or even other aspects of branding. But significant progression can be observed from several recent evidences.

Initially, renewable energy companies were not very focused on the employer branding strategies. As stated by Jyl Safier, Marketing Operations Manager at Conergy, at the beginning renewable energy companies were not doing much of the marketing (Dzurilla, 2008). But now the firms are moving ahead for specialization in employment.

According to the marketing director of American solar energy society, competition for attracting talented employees is intensifying. He added that the products of the companies may only compete within the renewable energy industry but in the race of attracting talented employees renewable companies also have to compete with all other sectors on the same level. Therefore effective employee branding is also an increasing need of renewable energy firms (Dzuilla, 2008).

Ted Rose, Vice President of Business Development at Renewable Choice Energy believes that to attain the goal of sustainability, it is imperative to enhance the relationship with the employees. According to him, employer branding practices are to be implemented on every phase and by every participant of the recruitment process. This way every candidate is likely gain understanding about the values of the firm from the very first step (Dzurilla, 2008).

Additionally, as the global demand for renewable energy is increasing it is becoming crucial for the firms to attract the talented professionals required for the growth of renewable energy sector. According to Christine Real de Azua, American Wind Energy Association's Assistant Director for Communications as the renewable energy sector is growing with high-speed so people are getting more and more interested to work in such firms and the ones already working want to stay. So the competition is likely to be increased in near future (Dzurilla, 2008).

It is true that the renewable energy companies have not reached to the global ranking for best employer, but they are showing significant progress on the national levels. For example the SMA Solar Technology AG of Germany has received the best employer award, in the country (Renewable energy industry, 2009). Statkraft which is the Europe's leader in renewable energy has started to be appearing among the best employers. According to a recent survey of Universum it has reached to the 5th place from 111st place, in the ranking of most attractive employers. The company has invested immensely in promoting the image of the company, while expertise of the employees is the major contributor behind making it a leader. Its perception as an attractive employer is evident from the fact that it received 2200 applications of its trainee programme consisting of only 10 positions (Statekraft, 2011).

2.3. Employer Branding Models & Applications

Despite of above discussed pleasant statistics, there exist a gap in the assessment and formulation of an employee branding strategy for a renewable energy company which is actually effective in attaining the competitive advantage. An answer to this can be explored by reconnected the discussion with the academic developments related to the general context of employer branding.

2.3.1. Conventional Employer Branding Models

To understand the mechanism of the employer branding process, Backhaus and Tikoo (2004) has provided a framework from employer branding process which is as follows:
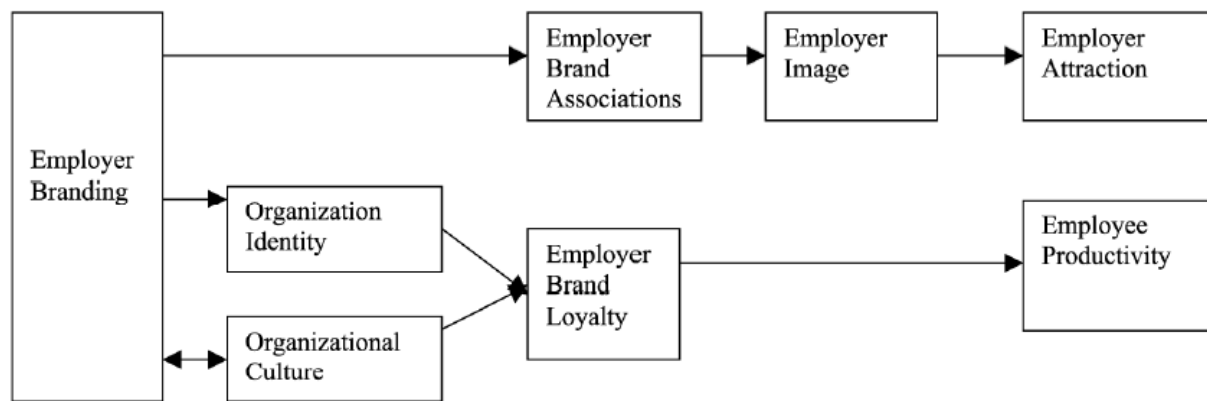
Figure 2.3 Employer Branding Framework (Source: Backhaus & Tikoo, 2004)

A conceptual framework has been presented where the marketing and human resource concepts are incorporated to understand the employer branding process. According to this model two principal assets, brand association and brand loyalty, are created from the employer branding process. Employer brand associations lead to the employer image which ultimately makes an organization attractive for the potential employees, while organizational culture and identity also get influenced by the employer branding which as a result earn the employer brand loyalty. Organizational culture and employer brand loyalty have strong impact as it lead to the increased level of productivity on the part of the employees.

Employer brand associations essentially refer to the thoughts related to a brand that are created in the minds of the customers (Aaker, 1991). As per this framework, an employer brand image gets developed in the minds of the potential employees as a result to these brand associations. Brand associations, in the minds of the potential employees, are not only created from the sources powered by the organization. As suggested by this model, the key to effective employer branding is identifying the desired brand associations and after that devoting the efforts to create those brand associations to attain the competitive edge in the market.

Prior to this, a report by the Corporate Leadership Council (1999) provided an understanding about the connection between overall brand image and employer brand. Based on their survey, they ascertained that employer branding, at its roots, is a compelling employment offer or the employment value preposition (EVP). The report also provided a comprehensive detail about the basic components of employer branding.

Work-Life Balance	and Environment	Brand Strength	Benefits	Work Environment
• Business Travel • Location • Flex time • Childcare - Work Hours • Vacation • Telecommunication	• Senior Team Quality • Development Reputation • Technology Level • Risk Taking Environment • Company "Fit" • Company Size	• Reputation (Appeal of Company's Product or Service)	• Salary (Base pay) • External Equity (Pay to market) - Internal Equity • Bonus • Stock Options • Retirement Contributions • Health Benefits	• Manager Quality • Co-worker Quality • Recognition • Empowerment - Work Challenge • Cutting-Edge Work • International Mobility - Role Clarity • Project Responsibility

Industry-Leading product line

Large, established firm with sew senior executive team

High base pay & Stock Option

Long hours with frequent business travel

Compensation & benefits

Product/Company Brand Strength

Work Environment

Company Culture

Work life Balance

Cutting-edge, challenge work

Components of the Employer

Figure 2.4 Components of Employer (Source: Corporate Leadership Council, 1999)

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To gain an in-depth understanding about the process of employer branding, a model presented by Universum (the global leader in employer branding), is also noteworthy. It is highly effective for companies to structure their activities and maximize the value through employer branding (universum, 2004).

According to this model, research is the first step as it is likely to explain that how a company's brand is perceived internally as well externally. It is cardinal to first assess your current position before the formulation of any strategy.

The second place is given to the employment value preposition, which is a set of associations and offerings that personifies an employer and also differentiate it from its competitors. After the research these values have to be established.

Figure 2.5 Employer Branding Model (Source: Universum, 2004)

After the formulation of value preposition, communication channels have to be selected for targeted audience, while on the other side coordination is to be made between employer branding communication and other corporate communication. The materials used for the communication also effect intensive on the quality of the communication. As the final course of action, implementation, measurement and adjustment of different activity are undertaken (Universum, 2004).

Several frameworks have been developed and discuss the employer branding effectiveness in any organization. Employee satisfaction, increased level of employee referrals, decreased absenteeism, conversion rate of applicants to potential candidates, job acceptance rate of candidates, cost to hire and time to hire and number of applicants compared to pre employer branding efforts are major variables for employer branding (JWT inside, n.d).

Employee branding which is a prerequisite of the overall employer branding process is also a key to measure the attractiveness of a company as an employer. A research done by Boyd and Margeret (2006) appears to be pretty much perceptive, in this context. Their exploratory qualitative research did not only supported the function of employees as a critical success factor in building a

brand centric organization but also provided an in-depth insight on how to achieve that level of performance. As a result to four cases studies, that they conducted, six keys practices were pointed out that are likely to be the enablers of driving employees to live the brand. According to their model which is a self reinforcing cycle, first of all the goal of employee branding should be recognized as a priority and its benefits should be clearly understood by the employees. The vision and the set of values have to be communicated well to the employees in order to get their commitment. An organizational culture should be cultivated, where the employees are viewed as valuable assets and they have a sense of belonging towards their organization. The loyalty of employees could be earned through informing, energizing, motivating and engaging them. An integrated measurement and reward criteria has to be there against the performance o the employees and lastly, a continuous monitoring of organizational culture should be done so to carry out required changes into it (Boyd & Margeret, 2006).

1. Make living the brand a key business objective

- A brand must be seen as valuable
- Communicate a clear set of values
- Senior management must 'walk the talk'
- The benefits must be understood by employees
- Employees must understand how they contribute to the overall success of the company

6. Measure

- Every employee must be measured according to how they live the brand of the organisation
- Employee commitment must be measured as part of employees overall performance appraisal
- Recognition and reward should be part of the organisation's culture

2. Multi-dimensional approach

- Spend a great deal of effort and energy encouraging employee commitment to living the brand of the organisation
- Internal and external marketing must be linked
- Make the brand come alive & create an emotional link

3. Communication

- Use an array of communication material
- Try various methods and channels
- Communicate the theme at every opportunity
- Top down approach

5. Create a sense of belonging through loyalty, pride and commitment

- Employees must have freedom to perform
- Employees must be self motivated
- The company must hold events or functions
- Loyalty motivators must be evident

4. Create a culture & value set where employees are valued

- Training & development must be central to the culture
- Employees must feel that their values are similar to those of the organisation
- Organisational culture must be kept relevant and actively managed

Figure 2.6 Employee branding model: A self reinforcing cycle (Source: Boyd & Margerat, 2006)

2.3.2. Evidences from the Current Explorations

Indisputably, these models establish the foundation of employer branding process in an organization from a general prospective, but it is also the fact that a very limited literature is found about the implementation of these models.

An attempt has been made by Davies (2008) to explore the role of the employer brand in influencing employees' perceived differentiation, satisfaction and affinity. He used a multidimensional measure of corporate brand personality to measure employer brand associations in a survey of 854 commercial managers who are working in 17 different organizations. By

structural equation modeling he found that perceived differentiation and loyalty were led by enterprise and prestige, while satisfaction was predicted by agreeableness which included support and trustworthiness. Despite of the fact that his research provided no understanding on how appropriate improvements in employee associations can be managed, his research demonstrated empirically the role of employer branding in promoting satisfaction, affinity, differentiation and loyalty.

A comprehensive study describing the underlying characteristics of a successful employer brand is by Moroko and Uncles (2008). Their study was based on the data collected from on the industry experts from the field of internal marketing, human resources, communications, branding and recruitment through the in-depth interviews. According to their findings, attractiveness and accuracy were the two vital dimensions of a successful employer brand. Attractiveness was structured by awareness, differentiation and relevance in the case of customer centric brand, but for employer brands accuracy was actual critical success factor. It was suggested that there has to be a consistency between the image that was being portrayed by the corporation and the actual work experience of the employees.

In order to look at this picture from the prospects of employees, a comprehensive survey research report by ICMA international (2010) has provided very constructive findings about the change in the preferences of the professionals towards the employers. This research is based on a detail survey of 12 major countries of the world, while major employers (ranging from 75 to 150 companies) were studied. Various determinants of employer branding were employed for the measurement such as relative attractiveness, competitive image and awareness etc. According to their findings job security is the most critical factor followed by the financial stability. Although the relative importance on job security, in the perception of the potential employees, has reduced over the last year but still it is given a high consideration. Moreover, the old respondents are more attractive towards the companies that are recognized for their good quality of products and services, while on the other hand the innovative companies that offer interesting jobs and a pleasant working atmosphere are more appealing for young ones. UAE was not included in the sample of the research; hence no direct implications can be made. However, this research report has presented a comprehensive view about the global shift in the employment presences.

Unlike the above mentioned studies, a research study conducted by The Society for Human Resource Management (SHRM) (2009) is notable in the way that instead of targeting the theoretical

and behavioral implications only, it has presented a very inclusive sight on how the employer branding can add into the return on shareholder value. This study has specifically targeted the employee trust, attachment and antisocial work behaviors aspects of employer branding. This study could be considered as a valuable contribution particularly in the prevailing economic scenario of the world as it has taken into account the implications of economic slowdown. It has confirmed that the leadership, management, culture, strategies, structure and policies are the components which are required to be handled precociously if not to head towards the organizational failure. Employee trust on the organization has the potential to yield competitively higher level of performance and it can be attained through efficiently allocated resources by customization, improvement of engagement levels of employees, by offering the employees incentives that cannot be duplicated and by retaining vital workforce members.

Several other research studies have confirmed the same outcomes but working on a slightly difference lines, Backhaus (2004) put an effort to explore the ways in which corporations describe themselves in recruitment materials. In order to present a comprehensive understanding on this aspect of employer branding, he examined the corporate descriptions provided to job seekers by firms advertising on the Internet site, Monster.com. The analysis showed how the different elements of corporate image were presented in the descriptions and the manner in which firms market their employer brands. According to his findings firms focus primarily on firm attributes and then on employee advancement. It is an effective study presenting that how firms get able to present distinct employer brand image.

The study of Backaus (2004) has only focused on the way the corporations present themselves through the online sources; the findings of this study can certainly be functional in drawing the strategies as well as courses of actions for a company. But another study has provided an even extended prospective on the similar context, using the similar type of data. The study conducted by Foot and young (2005) has examined the enlarged trend of online job advertisement, recruitment through electronic sources and the real motives of the employers behind these practices. As a result to an extensive study of Fortune 500 career sites, they have concluded that these top companies aim to introduce position and sell the image of their organization as an employer. By sketching company's values, objectives, credentials and persuasive messages they seek to appear as an employer of choice, in the perception of all the potential employees.

Talent management is one of the imperative parts of overall employer branding process and several studies have provided valuable assertions related to it. A research paper by Katoen and Macioschek (2007) has presented an in-depth analysis on the increased importance on talent relationship management in corporations to enhance the quality of organizational recruitment process. They constructed a conceptual framework which was followed by interviews with four big organizations. The findings from these interviews were incorporated to modify the previously constructed model. An effort has been made to gain an even cavernous insight on the subject matter by a quantitative study among the international scholarship holders. It was found that there is a strong relationship between customer satisfaction and employee satisfaction and employer branding can potentially play a significant role in the preclusion of unplanned impulses which may occur due to unfavorable business environment. The study has suggested that Information about vacancies, Scholarship, company workshops and exclusive Information are the most valued factors as compare to periodical services, personalized websites or giveaways as they are not perceived interesting by most of the respondents

The findings of the study of Katoen and Macioschek (2007) are based on the analysis of few companies only, although because of having a strong research design the outcomes are significant additions but the generalization of it may be irrational. In comparison to it, a MicKinsey's report has presented some researched facts on the talent management that are likely to help in formulating the grounds for the current study. This report is based on interviews with top 50 CEOs, business unit leaders and human resource professionals has concluded that all the constraints in the effective management of talents in the organizations are related to humans. According to their study senior managements are not spending enough quality-time on the issues related to talent management, senior leaderships of the organizations are not devoting enough efforts to align talent management strategies with business strategies, line managers are not committed to development and constructive collaborations are not encouraged to the required extent (Guthridge et al, 2006). Farley (2005) has indicated towards the similar facts along with stressing on the importance of the clear definition and alignment of business goals and objective as they work as building blocks in the construction of an effective talent management structure. According to him, in the prevailing scenario the real need is to translate the corporate goals into the workforce needs.

Exploring deeper in this subject matter, Ready and Conger (2007) has contributed some worthwhile details on the talent management aspect of employer branding. They, on the basis of their survey of human resources executives from 40 companies around the world, ascertained that despite of spending huge sums on the process of talent management several of the big companies of the world are hindered to grow only due to the lack of talent. Their case studies showed that majority of the corporations claimed to have highly sophisticated formal procedure of talent hiring but it has been witnessed that they faced a huge constrain on their potential growth as they were unable to fill the strategic positions by the right talent. This study has suggested that functionality and vitality are two essential determinant of a firm's ability to have high-potential employees to fill strategic management roles.

Undoubtedly, these studies have brought forward several worthwhile findings, aiming to make some valuable addition in the existing knowledge on this subject. However, most of these researches are based on general prospective and have not addressed the industry specific realities. Furthermore when we talk about renewable energy industry, the question of implications and generality become even more complex.

Aim to explore more specific findings, a survey research by Edon Scott (2009) has provided important facts on the employees and talent management in the renewable energy companies specifically. This study has suggested that the factors that play the most significant role in attracting the skilled professionals in the renewable energy companies are career development prospects, future prospects and technical interest. On the other hand, the factors that are dissuaded the skilled professionals to enter into the renewable energy companies are lack of industry knowledge, better remunerations at other places and lack of relevant qualifications. It has been discussed in the study that which are areas of acute skills shortage in renewable energy industry. Based on the input from the respondents, some measures to attract the talent in such companies have also been discussed. According to that, Work related training to transfer people into renewable energy from other industry sectors, larger remuneration budgets to compete with sectors like oil and gas or engineering and closer synergy between university courses and commerce can catalyze this process and may lead to desirable consequences. Despite of the fact that this study comprised of the responses only from a limited region of the world and complete generalization of the outcomes may not be possible, it is a worthwhile contribution in the prevailing scenario where a very little researched facts are available on this subject matter.

Another study has thrown light on the issues faced by the senior management of the renewable energy companies in recruitment process on a very serious level. According to the findings of the research, the renewable energy firms are facing severe difficulty to fill here high level positions which are chief technical officers, chief executive officers and project managers. It has been concluded that renewable energy industry is in the calamitous need of entrepreneurial CEOs and the right people with the right experience who can take these innovative companies towards the progress and to achieve the real impact of alternative energy sources on the global level (Noria Corporation, n.d).

Another noteworthy contribution in this context is made by the recent sustainability report of Duke Energy (2011), which has reported the talent management as the fundamental of attaining the actual sustainability. It has emphasized on the identification of needs for new skills, identification of future talent needs and risk of critical-knowledge gaps, development of a talent pipeline through strategic hiring and sourcing programs and regular benchmarking to make sure that the compensations offered are competitive in the industry.

These studies have only talked about the talent management concerns and even beside that they is a dearth of literature addressing the comprehensive prospective of employee management within the renewable energy industry. A report by Swartz (2007) has also discussed the overall branding concerns for the renewable energy sector, however her report has not particular focused on the employer branding aspect. According to her, in the prevailing global situation the branding context is critical for renewable energy companies as well and the best way to distinguish a renewable energy company in the industry is to define itself. The substance of communication and the messages sent by the management and leadership has also been emphasized in the study.

Since the current study aims to measure the current status of employer branding in XYZ Company along with scrutinizing the impact of other related factors so it is critical to thoroughly appraise the previously done studies in this context. An evaluation of these studies is likely to present that what has already been explored and what research designs have been employed previously, while eventually it will enlighten that where the gaps are existing and what alternative sources can potentially fill those gaps.

A study by Rousseau and Shperling (2003) which apparently has not dealt with the context of employer branding directly but it has provided a significant insight on earning an effective and performance-oriented employment relationship. According to them only the conventional rewards

system and promise of future benefits from the upward-sloping wage curve of a seniority-based incentive system is not enough to impel the required loyalty from the workers today. They have suggested that injecting a sense of ownership and autonomy by the means of bundling equity, participation in decision making and greater access to information can boost the level of contribution from the employees by creating employment relationships based on congruent psychological contracts. This concept is particularly applicable to those employees who contribute substantially to the firm's competitive advantage.

Taking a more focused view, a study executed by Glen (2006) has specifically addressed one critical dimension of employer branding. His study examined the value of assessment and feedback in talent engagement and retention, and to look at developing employees via experience-based development initiatives. He has linked the individual assessment directly to the key drivers of the business and found that the key talent in an industry seeks for experience-based career leverage opportunities.

The impact of the Corporate Social Performance (CSP) on the attractiveness of the employer has been evaluated by Albinger and freeman (2002) by hypothesizing that corporate social performance (CSP) has an advantage in attracting human resources depends on the degree of job choice possessed by the job seeking population. They found that organizational CSP is positively related to employer attractiveness for job seekers with high levels of job choice but they suggested that it was not related for populations with low levels.

In the same way, Backhaus et al (2002) has also emphasized the significance of corporate social performance (CSP) in making an employer competitively attractiveness in the eyes of the potential employees of an organization. According to them the job seekers assess a firm on the basis of five specific CSP dimensions which are environment, community relations, employee relations, diversity, and product issues, while out of these environment and community relations have the most influential impact on the degree of attractiveness associated with an employer. Similar results have been found by Greening and Turban (2000) who conducted an experiment of manipulating CSP and found that job seekers are more intended to pursue jobs in social responsible corporations.

But in contrast to these studies, Anderson (2008) has also measured the role of Corporate Social Responsibility (CSR) for an organization to become an attractive employer for the Norwegian business students and he argued that increasing the corporate responsibility profile for a company does not have any complimentary impact on the company's perceived attractiveness as an

employer, as reflected by some of the previous studies. As indicated by his findings, organizational components of social value, development value and interest value are likely to be more influential than the economic value. He has suggested that emphasizing specific qualities of symbolic or instrumental value in a company's recruitment literature can drag the attention on the potential employees. But due to the fact that his study was limited to Norwegian Business students, generalization of the outcomes cannot be made.

Bergman and Arnstrom (2010) have recently conducted a research to explore those certain management practices by an employer that enables it to attract the right employees from the market. They used the benchmarking technique to evaluate a Swedish company (anonymous) against the organizations that are currently recognized as attractive employers in the market. Since the research approach undertaken by them was purely qualitative, hence it provided less inclusive pronouncements. However, the inferences they made were focused on strategy, structure and communication. A study on the similar lines has been conducted by Gao (2006), which explored the drivers of ideal employer image by the way of appraising the perception of university students in China US and Germany. A noteworthy aspect of this study is that it used an inductive and quantitative research approach to measure the attributes of an ideal employer from the eye of a student. They found that different factors have different relative substance for the students in three of the clusters.

Another related study to explore the role of organizational reputation, organizational personality and tangible organizational attributes and manager's perception of enterprise attractiveness and commitment has been conducted by Berlenga (2010). It used an online survey on a 214 sample of Portuguese managers to measure their priorities towards an employer. An inclusively quantitative approach using the statistical models was used by the researcher to provide a comprehensive understanding. According to the outcomes, main factor of commitment is loyalty and the sense of esteem that the employees drive by becoming the part of a certain organization, while most desirable tangible attributes on enterprise is money and work characteristics. However, the findings presented a general prospective of different economic sectors and did not provide any validation and rationalization on company-specific facets. Furthermore, Shahzad (2011) has put an effort to be more explicit and has conducted a study that measured the relationship between perceived employer branding and intention to apply. This study used a sample of 101 students and found a positive correlation between that employer branding and applicants' intention to apply.

2.3.3. Renewable Energy Employer Branding and Room for Improvements

As evident from the thorough review of the literature, despite of having many previous studies closely related to the current study in the general perspective, there is a challenging scarcity of understanding and substantiation on the subject matter of employer branding in the renewable energy industry.

If we a cavernous look, a research by Hartmann & Ibáñez (2007) has addressed the overall branding impact on the energy sector, while another study measured the impact of corporate reputation and customer satisfaction for the energy customers in Germany (Walsh, Dinnie & Wiedmann, 2006). Similar approaches are contained in some other studies as well, but there is a wide research gap in the context of measuring the impact of employer branding from the perspective of energy sector, whereas this gap become even wider for the framework of renewable energy companies. In addition the even more dilemmatic fact is that the little understanding that has been developed so far is only based on the renewable energy companies of Germany and other European countries, which unfortunately offers very little scope and value for the renewable energy organizations in the Asian region and particularly for developing countries. Indubitably, there is a vast gap to fill by the wide-ranging research and the need of one such exploration gets increased by many folds when the current scenario of developing countries considering the alternative energy sources is taken into account.

An in-depth investigation based on the case of XYZ can provide a refined and mature stance of employer branding that will explicitly account for renewable energy sector. It will not only provide an inclusive reflection of current status of employer branding in the company XYZ, but will also connote the areas where the company is lacking in undertaking the best practices. While seeing from the broader perspective, it is also evident from the literature review neither the companies in the Middle East have so far achieved the competitive level of employer branding, nor has much of the research been done considering the particular corporate culture of this region. Therefore, this research is likely to fulfill this gap and open up new horizons for development as well as for advance research.

Chapter 3
Methodology

Chapter 3: Methodology

In this chapter, we aim to present the description of the methods by which the research has been conducted for this thesis. Starting with a general discussion on the research philosophy that can approach the given problem decisively, the specific approaches employed in the research process along with their prospectively expediency have been discussed scrupulously. Finally, the discussion is closed on the validity and reliability of the research instruments.

3.1. Research Design

This study measured the current status of leadership branding in XYZ and also its relationship with the success of the company in becoming an employer of choice, hence a comparison was made between the prevailing measures of employer branding within the organization and the prevailing perception about the organization within the outside community. Considering the epistemological position, positivist philosophies have been employed for this research.

3.1.1. Research Question

As reflected from the literature review, augmented emphasis on the employer branding concerns in the renewable energy sectors raises the question that where XYZ is standing in the competition of employer branding function and what impact these practices hold on the growth and performance of the company in becoming an attractive employer? The research questions and sub research questions are developed from this inquest as was shown in the introduction. Moreover, on the basis of these research questions, the hypotheses are drawn.

Hypotheses

Hypotheses constructed on the basis of the research questions are as below:

H 1: XYZ Company offers an economic value that attracts the talent and makes it an employer of choice.

H 2: XYZ Company has highly effective recruitment strategies that have the potential to attract and engage the talent from the market.

H 3: XYZ is providing social and development value to its employees which yields organizational performance and establishes its brand identity.

H 4: XYZ Company offers interest value along with an attractive corporate culture which has established it as an admired employer brand.

H 5: XYZ Company has a distinct image in the market and it is perceived as a prestigious employer brand.

Table 3.1 shows the relationship between research questions, sub research questions and research instruments.

Research Questions	Sub Research Questions	Related Hypotheses	Questions/ questionnaires
RQ1	SRQ1 SRQ2	Hypothesis 1 and Hypothesis 3	**Hypothesis 1** Appendix: 1 Q1,2,3, 4, 24, 30 & 35 Appendix: 2 Q 10 & 15 **Hypothesis 3** Appendix:1 Q 5,6,7,8, 9, 29 & 39 Appendix: 2 Q 12 & 16
RQ2	SRQ3, SRQ4 and SRQ5	Hypothesis 2 Hypothesis 4 And Hypothesis 5	**Hypothesis 2** Appendix:1 Q 16,17, 18, 24, 27, 31 &34 Appendix: 2 Q 5,6 &7 **Hypothesis 4** Appendix:1 Q 10,11,12,13,14,19,20,21,22, 23,26,28,32,33,36,37 & 38 Appendix: 2 Q8 &9 **Hypothesis 5** Appendix: 2 Q 1,2,3,11 & 5

Table: 3.1. Relationship between research questions, sub research questions and research instruments

3.1.2. Conceptual Framework

Identification and classification of different variables are the essentials of a research methodology and appear to be significant in the development of research instruments, data analysis and interpretation. Independent and dependant variables adopted for the current study are shown below:

Independent Variables

Economic Value

Social & development Value

Interest Value

Corporate culture

Recruitment strategies

Dependent Variables

Overall Brand Identity

Effective Employer Branding

Employee Engagement

Talent Retention

Organizational performance

Effective Communication

Moderating Variable
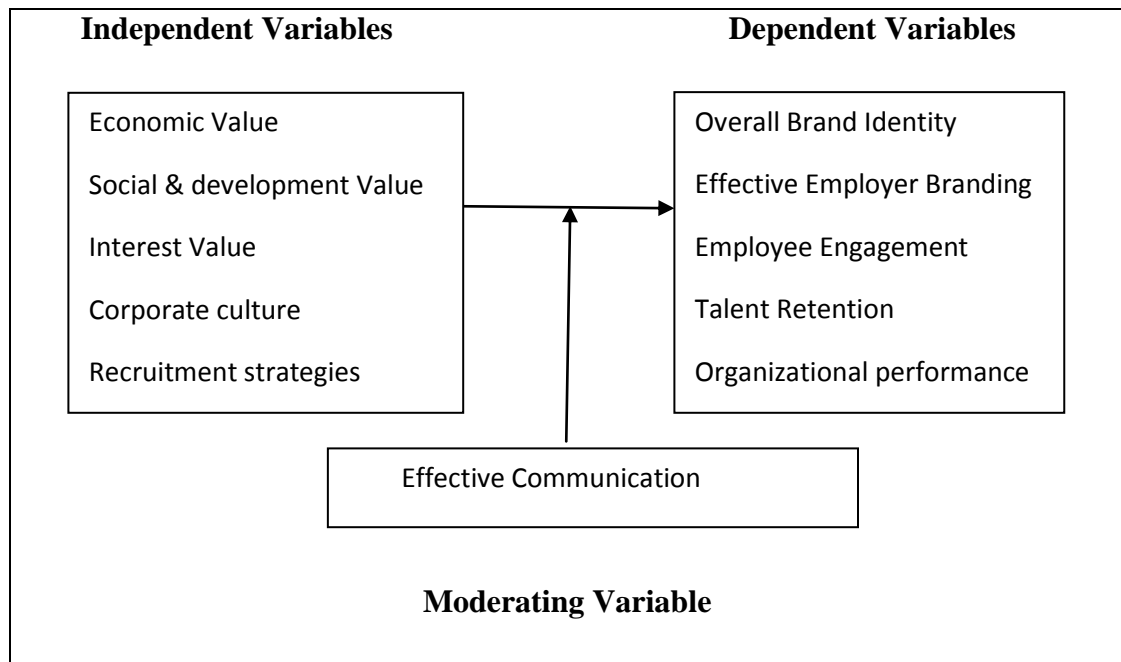
Figure 3.1 Conceptual Framework

3.1.3. Epistemological Considerations

While a research is being conducted, the researcher must give significant consideration to what is acceptable as knowledge in a certain field. The identified epistemology has a strong impact on the research methodology. In the general context, scientific theories and literature have dominated by three major approaches which are positivism, realism and interpretivism.

Positivism is pillared on the framework of phenomenalism, which refers that only phenomena and hence knowledge confirmed by the sense that genuinely be warranted as knowledge (Bryman &

Bell, 2007). In positivism, a researcher must be objective and have the ability of replicating the research. Under realism, it is believed that that reality exists independent of observers. It asserts that observations are generated by mechanisms; they cannot be actually observed and can only be deduced from the theory (Bryman & Bell, 2007). Interpretivism is anti-positivism and it believes that social sciences research requires methods other than the ones undertaken by natural science. It emphasis on developing an understanding about the actions of people and ask for interpretations from the social view points.

As this study measured the current status of leadership branding in XYZ and also its relationship with the success of the company in becoming an employer of choice, hence a comparison was made between the prevailing measures of employer branding within the organization and the prevailing perception about the organization within the outside community. Based on the identified epistemological position and adopted ontological position of the current study, the essence of the research design is instituted on the positivist philosophies to a great extent. Considering the nature of exploration, constructivist approach was not relevant. Keeping in view the fact that under an intact positivist philosophy the total quantification of some of variables identified would not have been not possible, interpretivism was also embedded into the main research framework. Moreover, because of the emphasis that phenomenological approaches place on the personal experiences and interpretation, an in depth understanding can be gained about the subjective experiences, people's motivations and actions (Giorgi, 1997). Additionally, one such approach is also likely to help in overcoming the constraints of conventional wisdom; therefore it appeared to be an appropriate preference for the current research study.

3.1.4. Deductive Vs Inductive

The scientific research approach undertaken for any study has to be adopted according to the nature of the research questions and also the purpose of the study. For the current study, the overall research approach is completely empirical in nature, whereas the deductive research principles have been employed for the research design. Since this study was not aiming to develop a new theory so the adoption of inductive research approaches was irrelevant.

3.1.5. Research Approaches

Depending on the nature of the query, it has to be decided that whether the research is descriptive, exploratory or casual (Zikmund, 2003). A descriptive research is essentially conducted to describe the characteristic of a population and the purpose of one such research is to answer questions of who, what, where, how and when (Wilson, 2003). An exploratory research is conducted to clarify ambiguous questions and it is based on what questions. Whereas, the casual research answers the why questions and the central aim of it is to identify cause-effect relationship between the variables (Wilson, 2003).

This research study is essentially descriptive in nature, as it aims to identify the current status and position of employer branding in XYZ. As it has been established that this research study is descriptive rather than experimental, although experimental and quasi-experimental studies are likely to provide a better insight into the underlying facts and an increased indemnity of the validity of the outcomes. But the practical execution of one such research design was not feasible for the current study.

A mix model of quantitative and qualitative approaches has been employed; the rationale behind this methodological pluralism was the objective to attain the utmost accuracy of research outcomes which are value-adding in nature (Wilson, 2003)

3.2. Data Collection

While deciding about the research and data collection strategy, there are a few elements which should be given sufficient consideration such as research objectives, availability of sources, degree of urgency and cost for obtaining the data (Zikmund, 2003).

For this study, both primary and secondary sources were utilized for the data collection purpose, with a greater emphasis on the primary sources. Primary data was collected through open ended and closed ended survey questionnaires. While in parallel to that, for the secondary data official reports, company website, journal articles, newspapers and previous literature on the subject matter were referred. Survey method was preferred because it is a quick, efficient, inexpensive and accurate mean of obtaining data.

3.2.1. Population and Sample

Population

Because of the nature of the inquiry, two entirely different sets of population were taken into consideration. One dimension of the this study was the evaluation of existing strategies of XYZ Company which are contributing into the employer branding process, therefore for this part the population was the current and the existing employees of the company.

On the other hand, the second essential part of this study was the evaluation of the image on XYZ Company as an employer from the outside sources, therefore the population for this part was consisting of consisting of fresh graduates and already employed adult professionals residing in Dubai, who are active job seekers and have access to information and communication technologies as well as the recruitment agencies in UAE.

Sample

The sample for internal staff was 75 respondents and 60 respondents from the outside sources. The rationale for this sample size was to have as much reliability of the outcomes as possible (within the constraints of time and resources).

Sampling

The outcomes of a research are only trustworthy when there is a quality population and the sample selected is actually representative of the total population (Zikmund, 2003). Therefore the sampling techniques employed for a research play an imperative role in the success of a research project. The most reliable sampling technique is of probability sampling, due to the reason that under this procedure every element of the total population has an equal opportunity to be selected (Zikmund, 2003). But it is evident from the context of the research and identified population that it was not possible to undertake one such approach for this study as it was unreal to have the capability of approaching every member of the population. Hence, this study undertook a non-probability sampling technique.

The sample size for the survey designed to measure the perceived image of the company within the outside sources in term of attractiveness as employer was 60, which was consisting of fresh

graduates and the professionals residing in Dubai. The sampling technique applied was grab or opportunity sampling which rely on the source which is closer to hand.

The sample for survey of employees of XYZ was consisting of 45 employees of the company. The sampling technique implemented was the ease of availability, which is considered as the most cost effective one out of all the sampling techniques. Although this technique does not provide a sample which is the true and actual representative of the whole population and therefore leads to a threat to the external validity of research design, but this was the only option on hand to collect the data. Simple random sampling or other probability sampling techniques were out of possibilities to apply also for the population that was consisting of all the officials of XYZ Company. Beside the questionnaire survey, semi-structured interviews were conducted with 15 middle level management employees of XYZ.

3.2.2. Research Instruments

All the instruments were designed based on the theories and principles identified in the literature review. To measure the current status of employer branding in XYZ a survey was designed consisting of closed-ended questionnaires (Appendix 1). The items included in the survey and interviews represented different constructs based on two scales. Fombrum reputation quotient was used to evaluate the organizational reputation in term of emotional appeal, financial aspects and workplace environment, while Sherere Morishima scale was used for analysis of organizational commitment.

Based on these scales, the research instrument inquired the employees about the dimensions of an employer's attractiveness. Economic value aimed to integrate that to which extent the employees were perceived to be fairly compensated against their efforts. The measurement of social and development value seek to evaluate the work-life balance provided by XYZ Company to its employees, as it has been established as an integral ingredient of an employer brand from the literature review. Additionally, this instrument also contains the constructs to record the input about the corporate culture and recruitment strategies. To relate these dimensions with the outcomes, the questionnaire included the further domains to measure job satisfaction, talent retention and employees' engagement and organization performance.

All the items were stated in the positive form and were to be rated on a five point likert scale from "strongly disagree" to "strongly agree". Closed-ended questionnaires were preferred as they allow only the prescribed responses and also because respondents find is easier to answer such questionnaires as the alternatives are there. Moreover, such instruments also facilitate the researcher for coding and analysis as limited number of responses is there.

To measure the success of the company as an employer of choice and how attractive it is in the eyes of the potential employees, a survey was conducted for which the population was the people outside the organization (professionals and fresh graduates). For the measurement of perceived employer branding the items were adopted from the study of Harris and Fink (1987), while Lievens (2003) scale was used to evaluate the attractiveness of the company as an employer from the prospective of potential employees.

This research instrument inquired its respondents on four vital domains; familiarity, brand identity, recruitment strategies and employer of choice. Familiarity seeks to explore the degree to which the organization is being recognized, whereas the brand identity tends to measure the image of the organization held with the people in term of its culture and strategies. The other constructs are focused to measure the degree to which the people tends to get attracted towards the organization for employment and career.

Furthermore, to retrieve the effectual response from the respondents the constructs of the questionnaires were kept brief and concise, while on the same time they were made of have the potential to extract all the needed feedback. Open ended questionnaires were deliberately avoided considering the reasons of variations in willingness as well as the ineffective abilities to respond in writing. In addition to this, other reasons to go for for closed ended questions were the underlying intentions to conduct a quantitative analysis by effectively employing the statistical tools. Resultantly, a significantly higher rate of response was experienced which added an enormous value in the quality of the study through high validity and reliability of the outcomes.

3.2.3. Pilot Study

Two pilot studies were conducted through different groups, in order to have the comments and suggestions. The groups were asked to provide their input about the questions in the instrument,

particularly in term of any confusion or inconvenience arising due to language or vocabulary used in them.

The responses of the groups were taken into account on the serious grounds and amendments were made in the research instruments to make them effective and result oriented.

3.2.4. Data Integrity

Validity

A descriptive approach has been undertaken in this study which entails the identification of attributes of phenomena which is followed by an exploration of correlation between two or more phenomena. Hence, validity and reliability are important considerations to be made as they have an influential impact on correlation coefficient. Nomological, criterion and content validity were measured during the process of survey design.

Reliability

Reliability refers to the degree to which the results of the survey are free from the random error and if the same study is repeated by someone else, they same results should be obtained. The reliability concerns related to this study have been presented in detail along with the analysis.

3.3. Measurement & Analysis of Data

For the measurement and analysis of data collected from the primary sources, a mix of qualitative and quantitative techniques was employed.

The analysis of the data collected from the internal sources of XYZ Company was done performed through quantitative techniques. To cater this purpose firstly the scores rated on the closed-ended questionnaires were imported to excel and then were further utilized to apply advance statistical models using SPSS package. Correlation between the two categories of received information was found, whereas regression analysis was used to accept or reject the hypothesis.

For the qualitative part of analysis the data collected from the questionnaires (consisting of responses from the people outside the organization) was categorized under the different dimensions

of employer branding. It was followed by the comparison of the information collected from the inside sources (employees) with the information collected from the outer sources which was representing the perceived attractiveness of the company as an employer.

The interpretations were made based on the revealed facts and figures, while the findings were further brought forward for discussion.

3.4. Ethical Considerations

- Ethical guidelines were followed during the each phase of the current study, while utmost efforts were devoted to adopt such strategies that ensure the privacy and secrecy of respondents as well as of the data that was collected for the analysis purpose.
- Informed consent of the participants was ensured as well as the confidentiality and integrity of the information was maintained, while on the other hand it was also made certain the one such practice is not constraining the validity of research outcomes.

3.5. Limitations of the Methodology

- Every academic research has a certain framework of time and resources, and work has to be executed within that bracket, the best efforts were employed to congregate maximum information & data and to utilize them to generate the valid outcomes, although the absoluteness in any term cannot be guaranteed.
- Accessibility and the quality of responses are the other major constraints of survey research; significant efforts were devoted to nullify the unconstructive impacts of these constraints.
- Correlation research, particularly in the context of social sciences, is subject to limitations with respect to generalization of outcomes. To overcome this constraint a mix model was employed instead of relying on an introverted quantitative research design.

Chapter 4
Analysis

Chapter 4: Analysis

This Chapter aims to productively analyze the data collected through the primary sources for the purpose of this study. All findings are recorded with research question and hypotheses being tested either using statistical analysis software or qualitative method. An effort has been made to evaluate and present the data in the form which can lead to prolific outcomes and could potentially be used for the discussion making purpose.

4.1. Analysis of Employees' Input

For the purpose of this study, primary data was collected from the current/existing employees of XYZ Company. The sample size was 75 and the respondents were inquired about a set of domains related to an ideal employer. They were asked to provide the input, on the basis of their experience in XYZ Company. The data collected from the respondents was then analyzed through statistical tools, the complete details of which are given below.

4.1.1. Descriptive Statistics

SPSS package (v. 19.0) was used to analyze all data that was collected from the primary sources. The study variables are presented in table 4.1. This data identified characteristics of the study population based on their gender, marital status, educational level, job status, number of years worked in the current organization and number of years in the position, as well as nationality.

Demographic Variables	Gender	Marital Status	Education	No. of years worked in current organization	No. of years worked in the position or job	Job Status	Nationality
Male	42						
Female	33						
Married		28					
Unmarried		47					
Less than high school			0				
High school			0				
College degree			24				
Graduate degree			27				
High Diploma			0				
Masters or above			24				
One year or less				0			
2 - 7 Years				75			
8 - 13 Years				0			
14 - 19 Years				0			
20 years or above				0			
One year or less					0		
2 - 7 Years					75		
8 - 13 Years					0		
14 - 19 Years					0		
20 years or above					0		

						9	
First level						9	
Middle level						53	
Lower level						13	
UAE National							27
Non UAE National							48

Table 4.1: The description of the study responses

The data recorded shows that more males than females responded to the study tools in this case questionnaire. The males interviewed represented 56% of all the interviewees. The demographic information collected included marital status of interviewees with most of them being recorded as unmarried (63%). The educational data collected translated to high levels of education as 24 of the respondents had college's degrees, 27 had bachelor's degrees, and 24 had masters or above.

The career information indicated that 100% of the respondents worked in current organization and in the same job between 2 and 7 years. It also showed that 71 % of the respondents were in middle management positions. The strengths identified from the study population included years of experience in the organization that further ensured that the data collected from the interviewers was likely to be true, accurate, and therefore reliable.

4.1.2. Reliability Statistics

All data collected was first examined to ensure it was reliable. This was done by use of a reliability test. Table 4.2 shows some of the results with varied values of Cronbach's Alpha being seeing. These values were found to be in the range between 0.13 - 0.81, which can be described as being not that much reliable. There are many values that were found unreliable based on the Cronbach Alpha values achieved were the global factor economic value, which returned .13, global factor corporate culture & environment, which returned a value of 0.17, global factor corporate recruitment strategies, which returned a value of 0.16, global factor org. commitment & job satisfaction, which returned a value of 0.50, global factor talent retention, which returned a value of

0.34, employees engagement, which returned a value of 0.37, and global factor employees engagement, which returned a value of 0.21.

Variable	Cronbach's Alpha	Number of Items
Global Independent Factors	0.78	23
Global Factor Economic Value	0.13	4
Global Factor Social & Development Value	0.78	5
Global Factor Corporate Culture & Environment	0.17	5
Global Factor Corporate Recruitment Strategies	0.16	4
Global Factor Org. Commitment & Job Satisfaction	0.50	5
Global dependent Factors (Employer Branding)	0.68	16
Global Factor Talent Retention	0.34	3
Global Factor Organizational Performance	0.37	4
Global Factor Employees Engagement	0.21	3
Global Factor Attractiveness as an employer/ Employer of Choice	0.81	6

Table 4.2: Reliability test of the study responses

It is important to note that deletion of some items returned higher values for those variables. Consequently, the reliability test was conducted again using the feature of "Cronbach's Alpha if item deleted" to remove the unreliable items from global factor economic value global factor corporate culture & environment, global factor corporate recruitment strategies global factor org. commitment & job satisfaction global factor talent retention employees engagement and global factor employees engagement (see table 4.3 to 4.9).

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Economic Value 1	7.39	2.808	-.032	.250
Economic Value 2	8.05	2.348	.404	-.299[a]
Economic Value 3	7.55	3.332	-.255	.661
Economic Value 4	8.05	2.051	.556	-.540[a]

Table 4.3: Reliability test of economic value factor

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Corporate Culture & Environment 1	13.23	2.421	.104	.113
Corporate Culture & Environment 2	13.96	2.336	.124	.091
Corporate Culture & Environment 3	13.65	2.175	.043	.186
Corporate Culture & Environment 4	12.51	2.632	.077	.143
Corporate Culture & Environment 5	13.75	2.192	.048	.178

Table 4.4: Reliability test of corporate culture & environment factor

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Recruitment Strategies 1	9.96	1.174	.200	-.106[a]
Recruitment Strategies 2	8.24	1.617	.130	.066
Recruitment Strategies 3	9.57	1.113	.195	-.111[a]
Recruitment Strategies 4	8.07	2.009	-.192	.430

Table 4.5: Reliability test of recruitment strategies factor

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Organizational Commitment & Job Satisfaction 1	11.83	3.443	.076	.563
Organizational Commitment & Job Satisfaction 2	13.15	2.857	.384	.371
Organizational Commitment & Job Satisfaction 3	13.01	2.608	.346	.386
Organizational Commitment & Job Satisfaction 4	13.31	2.243	.482	.264
Organizational Commitment & Job Satisfaction 5	11.53	3.820	.078	.530

Table 4.6: Reliability test of organizational commitment & job satisfaction factor

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Talent Retention 1	6.76	1.320	-.134	-.219[a]
Talent Retention 2	6.91	1.410	-.191	-.003[a]
Talent Retention 3	6.63	1.345	-.080	-.400[a]

Table 4.7: Reliability test of talent retention factor

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Organizational Performance 1	9.79	3.386	.008	.499
Organizational Performance 2	8.84	2.244	.512	-.061[a]
Organizational Performance 3	8.83	2.226	.522	-.074[a]
Organizational Performance 4	9.59	3.435	-.063	.603

Table 4.8: Reliability test of organizational performance factor

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Employees Engagement 1	6.20	1.730	.057	.292
Employees Engagement 2	5.63	2.210	.034	.293
Employees Engagement 3	6.49	1.443	.257	-.240[a]

Table 4.9: Reliability test of employees' engagement factor

It is important to note that deletion of some items returned higher values for the variables. This prompted another reliability test with unreliable items deleted with the new Cronbach's values, which can be described as reliable, being 0.66 for the global factor economic, 0.34 for global factor corporate culture & environment, 0.50 for global factor corporate recruitment strategies, 0.64 for global factor org. commitment & job satisfaction, 0.40 for global factor talent retention, 0.60 for employees engagement, and 0.29 for global factor employees engagement (see table 4.10). Overall, the items of the factors have been effectively reduced as mentioned in table 4.10.

It worth to mention that all factors and variables that have alpha less than 0.60 should be deleted and shall not be include them in the analysis. However, some of them will be kept since they are major portions of some of the hypothesis.

Variable	Cronbach's Alpha	Number of Items
Global Independent Factors	0.85	15
Global Factor Economic Value	0.66	3
Global Factor Social & Development Value	0.78	5
Global Factor Corporate Culture & Environment	0.34	2
Global Factor Corporate Recruitment Strategies	0.50	2
Global Factor Org. Commitment & Job Satisfaction	0.64	3
Global dependent Factors (Employer Branding)	0.75	13
Global Factor Talent Retention	0.40	2
Global Factor Organizational Performance	0.60	3
Global Factor Employees Engagement	0.29	2
Global Factor Attractiveness as an employer/ Employer of Choice	0.81	6

Table 4.10: Reliability test of the study responses

4.1.3. Correlation Statistics

The strength as well as correlation between variables was determined by conducting a correlation analysis. The results from the test are shown in the table 4.11. From that table, it was found that (H1) the economic value within XYZ company was not correlating attracts the talent and/or makes it an employer of choice ($r = 0.179$; $p > 0.01$). Furthermore, recruitment strategies factor in XYZ Company (H2) was not correlating with the attracting of the talent from the market ($r = -0.021$; $p > 0.01$). In addition to that, (H3) social and development value was not correlating with both organizational performance ($r = -0.041$; $p > 0.01$) and its brand identity ($r = -0.159$; $p > 0.01$). The corporate culture within XYZ company is not correlating with the employer brand ($r = 0.129$; $p > 0.01$).

Variables		Global Independent	Global Economic Value	Global Social and Development	Global Recruitment Strategies	Global Commitment and Job Satisfaction	Global Dependent	Global Talent Retention	Global Organizational Performance
Global Economic Value	Pearson Corr.	.741**							
	Sig. (2-tailed)	.000							
Global Social and Development	Pearson Corr.	.848**	.516**						
	Sig. (2-tailed)	.000	.000						
Global Recruitment Strategies	Pearson Corr.	.769**	.387**	.646**					
	Sig. (2-tailed)	.000	.001	.000					
Global Commitment and Job Satisfaction	Pearson Corr.	.796**	.525**	.507**	.541**				
	Sig. (2-tailed)	.000	.000	.000	.000				
Global Dependent	Pearson Corr.	.008	.164	-.159	-.089	.069			
	Sig. (2-tailed)	.946	.159	.174	.449	.558			
Global Talent Retention	Pearson Corr.	-.115	.008	-.216	-.167	-.084	.266*		
	Sig. (2-tailed)	.324	.943	.063	.151	.475	.021		
Global Organizational Performance	Pearson Corr.	.075	.219	-.041	-.011	.055	.653**	-.136	
	Sig. (2-tailed)	.522	.059	.724	.927	.641	.000	.246	
Global Attractiveness Employer & Employer Of Choice	Pearson Corr.	.058	.179	-.109	-.021	.130	.932**	.144	.500**
	Sig. (2-tailed)	.619	.125	.351	.855	.267	.000	.218	.000

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

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.11: Correlation Matrix

4.1.4. Regression Statistics

Regression analysis was used to analyze the relationship between the independent and dependent variables. The same was used to accept and reject the hypotheses that had been developed at the start of the study. For the hypotheses to be accepted, they had to lie between 0.01 and 0.05 confidence intervals.

H1: XYZ Company offers an economic value that attracts the talent and makes it an employer of choice.

Table 4.12 shows the results of the test on H1; economic value is not correlated to the attraction of the talents and makes XYZ Company as an employer of choice. It shows as well that $R^2 = 0.032$ which means that 3.2% of attraction of the talents within XYZ depends on economic value.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.179[a]	.032	.019	3.55516

a. Predictors: (Constant), Global.EconomicValue.Factor

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.488	1	30.488	2.412	.125[a]
	Residual	922.658	73	12.639		
	Total	953.147	74			

a. Predictors: (Constant), Global.EconomicValue.Factor

b. Dependent Variable: Global.AttractivenessEmployerEmployerOfChoice.Factor

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.573	1.757		7.724	.000
	Global.EconomicValue.Factor	.352	.226	.179	1.553	.125

a. Dependent Variable: Global.AttractivenessEmployerEmployerOfChoice.Factor

Table 4.12: Regression Test for economic value and attraction of talents and employer of choice

H2: XYZ Company has highly effective recruitment strategies that have the potential to attract and engage the talent from the market.

Table 4.13 shows the results of the test on H2; recruitment strategies factor is not correlated to the attraction of the talents. It shows as well that R2 = 0.00 which means XYZ has poor recruitment strategy to target talents.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.021[a]	.000	-.013	3.61259

a. Predictors: (Constant), Global.RecruitmentStrategies.Factor

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.440	1	.440	.034	.855[a]
	Residual	952.707	73	13.051		
	Total	953.147	74			

a. Predictors: (Constant), Global.RecruitmentStrategies.Factor

b. Dependent Variable: Global.AttractivenessEmployerEmployerOfChoice.Factor

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	16.496	1.525		10.816	.000
	Global.RecruitmentStrategies.Factor	-.062	.336	-.021	-.184	.855

a. Dependent Variable: Global.AttractivenessEmployerEmployerOfChoice.Factor

Table 4.13: Regression Test for recruitment strategies and attraction of talents

H3: XYZ is providing social and development value to its employees which yields organizational performance and establishes its brand identity.

Table 4.14 shows the results of the test on H3; social and development value is not correlated to the organizational performance. It shows as well that $R^2 = 0.02$ which means organizational performance does not depend on social and development value within XYZ.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.041[a]	.002	-.012	1.86442

a. Predictors: (Constant), Global.SocialandDevelopment.Factor

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.435	1	.435	.125	.724[a]
	Residual	253.751	73	3.476		
	Total	254.187	74			

a. Predictors: (Constant), Global.SocialandDevelopment.Factor

b. Dependent Variable: Global.OrganizationalPerformance.Factor

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.956	1.065		9.345	.000
	Global.SocialandDevelopment.Factor	-.031	.087	-.041	-.354	.724

a. Dependent Variable: Global.OrganizationalPerformance.Factor

Table 4.14: Regression Test for social and development value and organizational performance

H4: XYZ Company offers interest value along with an attractive corporate culture which has established it as an admired employer brand.

Table 4.15 shows the results of the test on H4; corporate culture is not correlated to employer brand within XYZ. It shows as well that $R^2 = 0.017$ which means corporate culture is sufficient to achieve an admirable employer brand.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.129[a]	.017	.003	5.51702

a. Predictors: (Constant), Global.CorpCultureandEnvironment.Factor

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.343	1	37.343	1.227	.272[a]
	Residual	2221.937	73	30.437		
	Total	2259.280	74			

a. Predictors: (Constant), Global.CorpCultureandEnvironment.Factor

b. Dependent Variable: Global.Dependent.Factor

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34.219	4.042		8.466	.000
	Global.CorpCultureandEnvironment.Factor	.695	.628	.129	1.108	.272

a. Dependent Variable: Global.Dependent.Factor

Table 4.15: Regression Test for corporate culture and employer brand
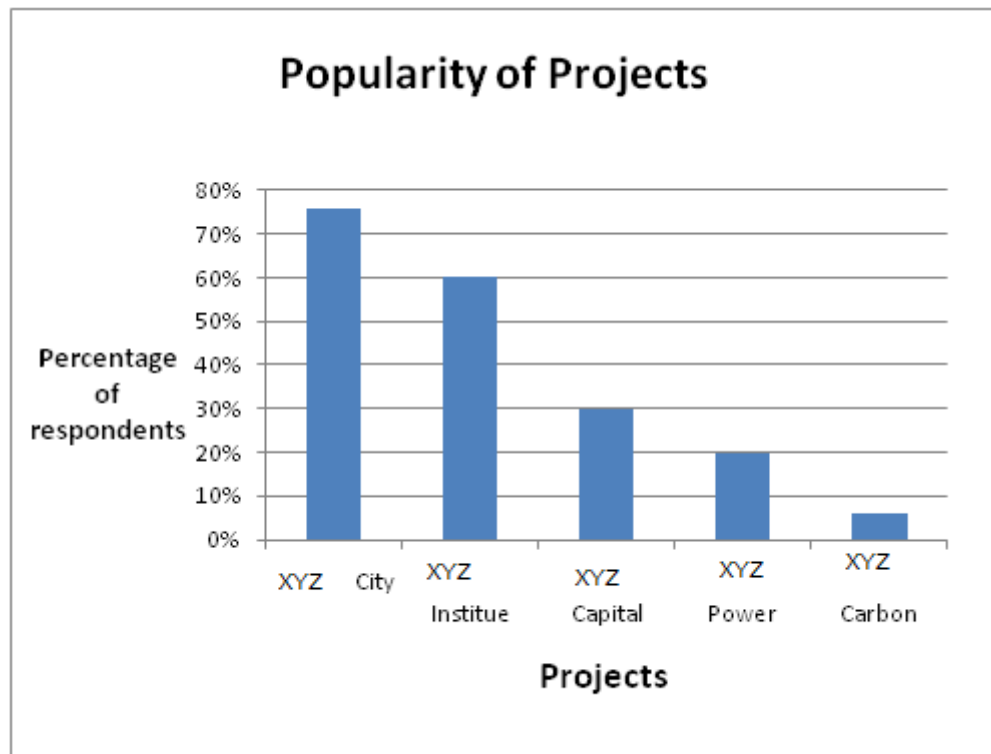
4.2. Analysis of Perceived Image

It has been seen with conscientious detail in the literature review that the whole concept of brand identity is established on the perception about an organization which is held in the minds of people outside the organization (Speak, 1998). The very same mechanism is followed by the paradox of employer branding (Uncles & Moroko, 2008). While measuring the standing of an organization in the capacity of an attractive employer, it is essential to evaluate that what the people outside the organization (potential applicants/employees) think about it (Lee, 2008). Therefore, in addition to the analysis of the data gathered from the current/existing employees of XYZ Company, a survey research was conducted for the collection of data from the people outside the company (potential employees or potential applicants). The instrument used for this purpose was an open-ended questionnaire which inquired about four domains including familiarity, brand identity, recruitment strategies and employer of choice.

4.2.1. Familiarity

The familiarity domain was measured through evaluating that to which degree people are aware of XYZ Company, its products, major projects and the most highlighting aspects of it. Out of the 60 respondents surveyed, 76% appeared to be aware of XYZ Company and also well familiar with the fact that it is a renewable energy company. It was also found to be in the knowledge of several of them that even though company concentrates on developing renewable energy, this is commercially driven with the company focusing on offering renewable energy that is sustainable and can also be sold at a profit

The responses collected about the familiarity with the products and services offered by the organization showed that a sound majority of the respondents are familiar with the fact that company deals majorly in the generation, distribution and consumption of renewable energy. The familiarity about the major projects of the company was also noticeably high; despite of having five integrated projects XYZ Company city was found to be the most popular one among the respondents. Every respondent who had familiarity with the company's name, was also familiar with XYZ Company city project as well, which is

probably due to the fact that this project is being heavily advertised. It was identified as a city powered by solar energy and other sources of renewable energy with an ecology that is sustained and has zero-waste and zero-carbon. Nearly 30 respondents indicated that they were aware of the XYZ Company Institute which is an advanced graduate-level university that mainly focuses on conducting research on clean technology coupled with renewable energy.

Popularity of Projects

XYZ City | XYZ Institue | XYZ Capital | XYZ Power | XYZ Carbon

Percentage of respondents

Projects

Figure: 4.1. Popularity of Projects

Only 15 of the respondents appeared to be familiar with XYZ Company Capital which concentrates on building a portfolio comprising of the main companies that are involved in the development of clean technology and renewable energy. Lastly, 10 of the respondents showed that familiarity with XYZ Company power which is concerned with developing and operating renewable power generation projects. XYZ Company Carbon could be regarded as the least known project of the company as only 3 of the respondents were reported to be aware of its existence and role.

In contrast to the above homogenous responses, assorted rejoinders were observed about the inquiry related to the most successful feature of XYZ Company. At general, the

frequently pointed out facets were investment, communication, advertisement, marketing strategies, the products offered and the efforts of the company to change the mindset of the public in the favor of sustainability. Nearly 38% of the respondents believed that the success of the company is solely because of its concentration on multiple levels and scopes of the renewable energy industry. Given that the globe is clamoring to find sustainable sources of renewable energy, the company is better positioned to exploit the opportunity that comes with this increased demand. In addition, 20 respondents indicated that the publicity and the interest factor that XYZ Company city has generated is critical to the company's success. According to them, this highly publicized project will determine the company's future prospects as this project is one of its kinds around the globe. Furthermore, it was also supposed by the respondents that this project would add into the success of the company if fruitfully executed, while on the other hand the failure of this project may also change the destiny of the company.

4.2.2. Brand Identity

The domain of brand identity contained inquiries about the corporate culture of XYZ Company, opinion about the brand image of the company, identification of the factor that have been most for the identity of the company and perceived effectiveness on the marketing strategies of the company.

The data collected showed that 16% of the respondents had no clear idea about the corporate culture prevailing in the organization. Whereas 55% of the respondents believed that the company provides an environment where innovation and open discussions can take place. They supposed that it has a relaxed and open atmosphere where innovation and creativity is allowed to thrive. An illustration of the perception about the corporate culture of XYZ Company is as below:
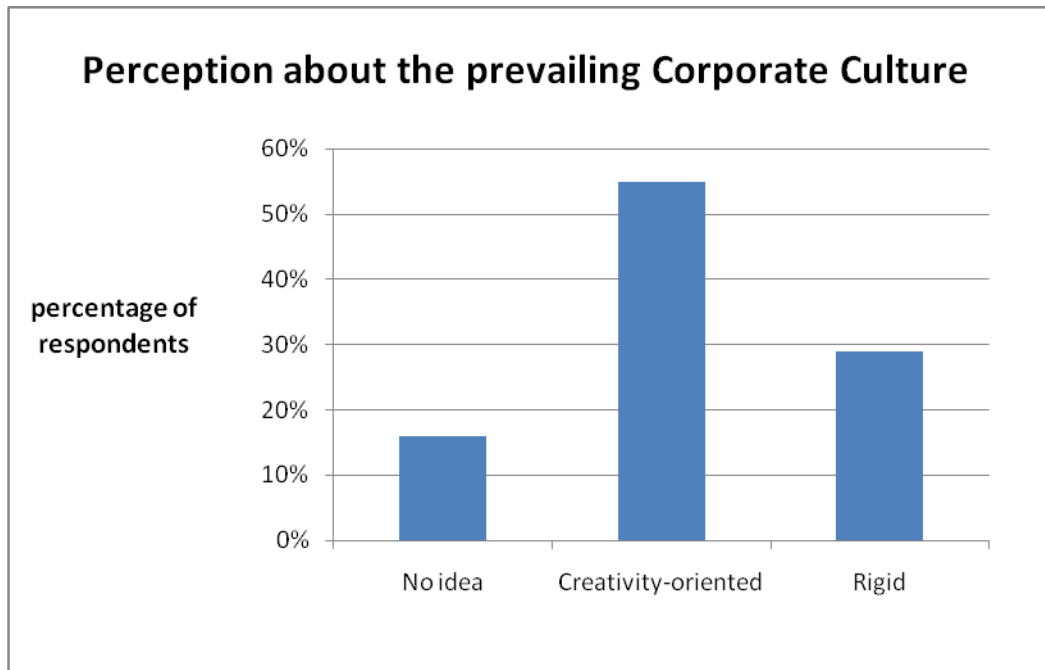
Figure: 4.2. Perception about the prevailing corporate culture

In contrast to this viewpoint, 29% of the respondents believed that because of its scientific approach and commercial drive, the corporate culture is likely to be formal and lab-like where functions and guidelines have to be followed to the letter to ensure that stated objectives are met.

The analysis about the perception connected to the brand identity that XYZ Company has established, yielded diversified outcomes. According to a big portion of respondents (61%), the foundation of its brand identity is based on its image as the pioneer of green and clean environment pursuer, enablers of sustainability and a renewable energy leader. They regarded the company's brand image as the sustainability brand. The company's logo was also identified by 76% of the respondents as being a representation of the blue ocean, a strong symbol of environmental sustainability.

Coming to the third part of this domain, several different factors have been identified by the respondents that according to them have played the most crucial role in establishing the identity of the company. The most notable of these factors were government support, strategic direction and vision, focused efforts for the execution of plans, media, PR, the leadership of the company and the competent employees.

The data collected on the effectiveness of the marketing strategies of the company has revealed contradicting outcomes. Only a small number of the respondents regarded them perfect, while majority of them was of the view that they are somewhat good as a partial effectiveness is evident from some of the milestones that it has achieved but still there is a considerable room for improvement. According to them, the most productive channels for marketing of the company have been the web sources, print media, events and staffing organizations. In contrast to it, a small group of respondents argued that the current marketing strategies are not at all efficient as they have not brought forward the actual underlying potential.

4.2.3. Recruitment Strategies

The third domain was of recruitment strategies, which was evaluated through collecting primary data on perceived effectiveness of recruitment strategies, input about compensations offered by the company, perceived value given to the employees and opinion about the career development programs of XYZ Company.

Nearly 1 in every five (20) respondents indicated that the company has adopted an internal source recruitment strategy. It arguably needs to hire employees of the highest caliber because it operates in an environment that is highly scientific. The renewable energy is also highly innovative with companies facing challenges at every turn. According to the majority of the respondents the company has recruitment strategies that lack focus and clarity. A group of respondents believed a completely revised strategy is needed that has the potential to extract the talent from the market. In contrast to these evocative responses, a few of the respondents backed their opinion with reasoning stating that XYZ Company had done most of its recruitment in a rush due to some projects such as XYZ Company city. This fact is believed to be the reason by them for an unclear recruitment strategy.

The inquiry exploring if the company is offering exceptional compensation provided somewhat dissimilar responses. About 66% of the respondents believed that the company offers a very attractive compensation package to its employees to retain talent as it is the need of the industry in which it is dealing in. It was supposed to be the only way to retain top class personnel in an environment that is highly competitive as well as flooded with rich

companies. In addition to it, it was believed by 41% of the respondents that the company is owned by the super rich Abu Dhabi government which allows it to have access to oil-dollars to fund its projects and motivate its employees.

The next inquisition was about the opinion on value given to the employees in XYZ Company. About 60% of respondents opined the attractive remuneration package is probably the central approach of the company to give value to its employees. An illustration of the outcomes on this inquiry is as below:
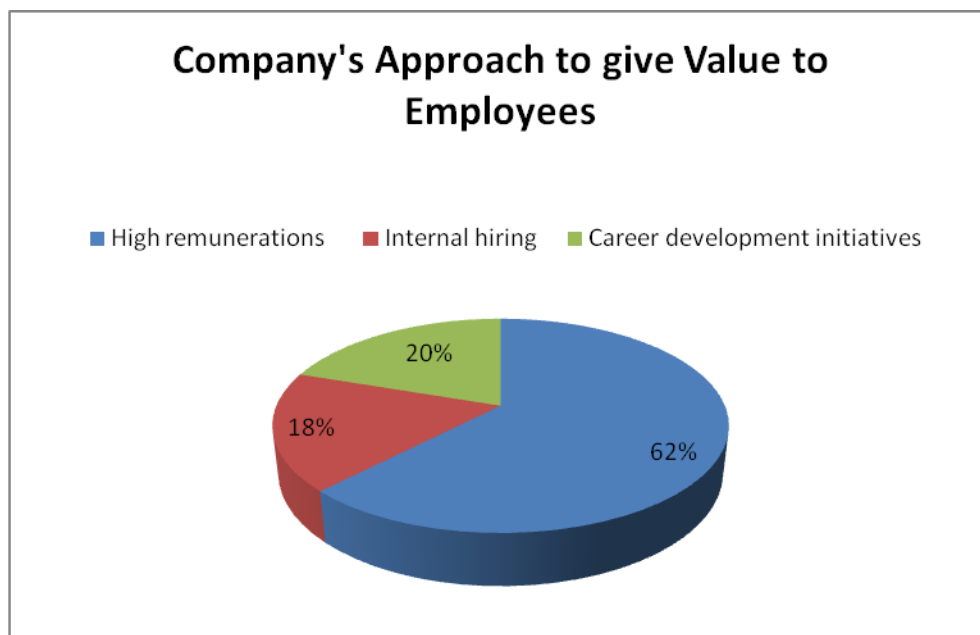
Figure: 4.3. Company's approach to give value to employees

Nearly, 21% of the respondents indicated towards training, development and employee research as the evidences of company's way of giving value to the employees. Whereas 19% of the respondents supposed that active internal hiring and promotions are the reflections of company's efforts to give value to its employees.

In responses to inquiry about XYZ Company's career development plans, 60% of the respondents believed that the extensive training and development is provided at XYZ Company institute for its employees as being core to their empowerment and growth in the company. Several of the respondents referred towards company's trend for hiring and

promotions from the internal sources as company's considerate behavior towards the development of its employees.

4.2.4. Employer of Choice

To measure this domain, evaluation on five areas was made which included willingness to work in XYZ Company, priority given to work for XYZ Company, reasons for the priority, perceived importance of an employment opportunity on the career and general opinion about XYZ Company as an employer.

The inquiry exploring the willingness of the respondents to work at XYZ Company presented that 63% of them are likely to avail one such opportunity. A deeper view of the same dimension was gained by finding the degree of priority that is likely to be given to working at XYZ Company. Out of the willing respondents, 43% indicated that the priority to work for XYZ Company would be high, 24% were of the opinion that they would consider working for the company but would not give it a high priority and 33% of the respondents indicated that they had a very low priority for working at XYZ Company. A graphical representation of the outcomes is as below:
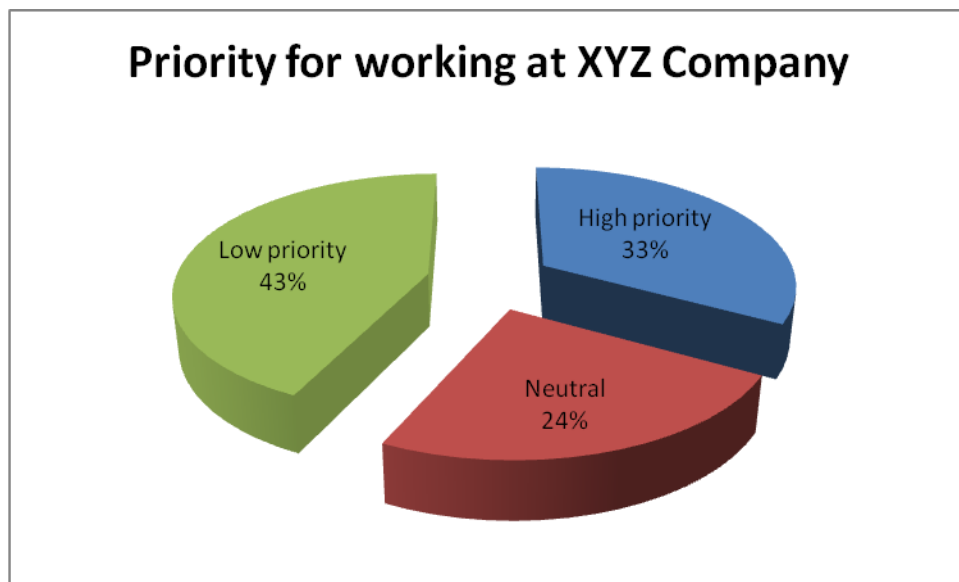
Figure: 4.4. Priority for working at XYZ Company

For two third of the willing respondents working at XYZ Company is an attractive opportunity, solely because of the expected high remunerations. However, the remaining one third of the respondents referred to the opportunity to work for an organization that is focused to make a difference and change peoples' lives for the better as a priority.

Expressing the opinion on the expected role that XYZ Company can play in their career development, 62% of the respondents indicated that they see XYZ Company as a way for advancing towards a flourishing career, from the long term perceptive. In addition, they see the company as being in a position to provide them with greater opportunities to be creative and innovative which are some of the values that are highly esteemed in the company. About 38 % of the respondents viewed the company as being a sort of bottleneck providing substantial obstacles to their development. This is mainly because the company enjoys the patronage of the Sheikh, and as such is not bellied by challenges that necessitate growth and development in the workplace.

Asking for opinion about XYZ Company as an employer offered assorted responses. Out of the total respondents that were aware of XYZ Company, majority indicated that XYZ Company is ranked on a very high position as an employer. The most frequently given reason for this answer was Company's involvement in an industry which is perceived as a highly constructive one, particularly in today's global scenario.

An effort to sum up all the collected input would imply that a considerable sound opinion is held by the outside sources, about XYZ Company. It is discernible that in every category positive and optimistic responses were also put forward by a good majority of the respondents. But it is noteworthy that their opinion was purely based on their beliefs and expectations which were stemmed from the perceived image of a pioneering corporate giant rather than any personal experience or plausible substantiation.

Chapter 5
Findings and Discussion

Chapter 5: Findings and Discussion

This chapter aims to present the findings from the analysis of the primary data collected for the purpose of this study. Following to that, a thorough discussion has been made on the revealed facts by critically evaluating them. Starting from the results of the primary data, secondary data evidences were also brought into the discussion for the purpose of having a more comprehensive view in response to the research questions.

Appraising a company's brand image, brand identity and the worth of it is indeed a very decisive undertaking, perhaps due to the involvement of a high degree of subjectivity. In case of XYZ Company, the analysis of the primary data has brought forward some crucial and somewhat astounding outcomes. Opening the discussion with the findings on economical value offered by the company is probably reasonable enough, after all it is ultimately the economic benefits that all the employers as well employees are aiming at.

Unfortunately, no correlation ($r = 0.179$; $p > 0.01$) is found in economical value offered by XYZ Company and its ability to attract the talent from the market, whereas the regression analysis has brought forward that only 3.2% of attraction and retention of the talent depends on the economic value provided by the company. It is perhaps referring that remunerations offered by the company are not exceptionally high, as believed by the existing employees of the company. It can be deduced from the findings that employees do not see working at XYZ Company as a secure employment opportunity. It is widely believed by the internal sources that economic value provided by the company neither have the potential to bind the employees through earning their commitment nor it can be the reason for talent outside to get attracted and desire to enter into this organization.

But interestingly when these findings were compared with the outcomes generated from survey of people outside the company, somewhat opposing results were found. It was seen that according to the perception prevailing in the market, XYZ Company is an attractive employer because of the expectation of high compensations. The reasons behind this supposition may be several. To start with, it is perceived as a corporate giant who is initiating number of mega projects. Secondly, the increased demand of professionals for the renewable energy companies is a hot issue these days; hence people perceive it as an opportunity that can provide them competitive compensations as well as promising outlet for promotions and

appraisals. However, the findings of statistical analysis have proven that the real picture inside the organization is far different than the perception held in the minds outside the organization.

Regardless of the prospective implications of these revealed facts, a very important question which is arising at this point is that if it is not the economic value that is becoming the source of attracting the talent then what else it could be. A deeper insight on the underlying fact may be gained from the analysis of the mindsets of potential applicants.

One of the biggest attractiveness of XYZ Company as an employer, as explored from this study, is its industrial domain and the nature of products and services it is offering. It is evident from the numerous indications that despite of several loopholes in the strategies and operations of the company, people (particularly the potential applicants) are motivated to work for an organization which is thriving for a sustainable growth. For instance, many of the potential applicants showed their willingness to work at XYZ Company due to the expectation of high remunerations, which is of course a very frequently reported reason at general. But in a total contrast to it, a vast percentage (one third of the respondents) also appeared to be inclined to work at XYZ Company because they look up to it as an organization that is focused to make a difference and change peoples' lives for the better. Moreover, the charm of availing such opportunities is also increasing with of the increased hype of renewable energy sources and thirst for sustainable growth. These found statistics can certainly open up enormous ways for XYZ Company's flight towards peak of success, if this perception is responded effectively through efficient and perfectly tailored marketing strategies. Undoubtedly, it is giving a very clear indication of an area to be targeted through the marketing strategies which has a high level of sensitivity.

Nonetheless, it is also to be critically evaluated if the war of talent, which is particularly more crucial for the renewable energy industry as evident from the literature review, can be won on the basis of only the captivating image associated with a firm. Additionally, can a renewable energy firm survive in today's tight labor markets without gambling on exceptionally high remunerations and investment on other dimensions of attractiveness? It has been observed from the review of the trends in energy industry of several developed nations that alternative energy engineers are reported to have bright job prospects along with above average salaries even for the fresh graduates. Not only the alternative energy engineers

are in the lime light, but all the jobs related to this industry are in a glare of publicity these days. They have been regarded as green collar jobs or green jobs and the alternative energy firms all around the world are in the pursuit of designing and offering one such EVP (employment value preposition) that can attract the best talent from the global market. Therefore, in such a situation it is questionable that where the XYZ Company is standing in the race of desirable and admirable employers?

Moreover, taking into account the fact that renewable energy industry is at its initial stage in this region (or in fact in the whole gulf region), makes the availability of required personnel even more critical. This constraint is also coupled with several other factors as well that make it even more severe such as cultural differences, language barriers, climate and social set up etc. These factors may appear as no big issue at first look, but the matter of the fact is that the best of renewable energy talent is saturated in countries like UK, Canada, Germany and USA (as these nations have reached a significant level of maturity in renewable energy sources utilization) and the above mentioned factors becomes functional when human resource will required to be fetched from there. In a nut shell, XYZ Company must evaluate that what "extra" they are offering that will force the talent to get retained and attracted towards this organization?

It is not the case that hypothesis related to economic value has been fully rejected, but the purpose of emphasizing is that the contribution recorded on the part of this domain is not at all significant. On the basis of the outcomes of the analysis as well as from the extract of the literature review it is appearing to be one of the most imperative regions to think about and work on, if XYZ Company is aiming to win the war of talent.

From the results of the statistical analysis the recruitment strategies of XYZ Company are not found to be correlated ($r = -0.021$; $p > 0.01$) with company's ability to attract and retain the talent from the market and its position as an employer. The rejection of hypothesis related to this domain, from the regression analysis, has clearly presented that the current recruitment strategies of the company are poor and no contribution is made by them in company's ability to influence the labour markets. It has become evident that XYZ Company is not taking into account the prevailing trends and pressures in the market, as it is not reflected in the actions taken by the administration and management of XYZ Company. The analysis has also indicated towards XYZ Company's use of internal recruitment strategy,

which has multidimensional implications. In one way it may be a productive strategy as internal sources recruitment strategy has been identified as an effective tool for achieving a higher level of employee engagement, while this engagement tends to lead towards employee retention. The critical aspect associated with this practice of XYZ Company is that it is not perceived as a good approach. The reason is that it is perceived a practice that is hindering the top talent (which is outside the organization) to enter into it.

In addition to it, if the perception of people outside the company is taken into consideration and brought into discussion, there is no ray of hope there as well. It is believed that company has done most of its recruitment in a rush because of the tight schedules of some of its mega projects so no research-based and market oriented strategy was adopted. It is not to say that a perception prevailing in the outside source is the exact depiction of all the internal operations of the company and should taken as the last word, but it is also true that it cannot be ignored altogether. Particularly, when the outcomes of the internal survey of XYZ Company are presenting somewhat similar results and indicating towards the same dark region.

Despite of the fact that XYZ Company is currently on the scene because of its mega projects, this underlying fact cannot be overlooked. It is a quite surprising and alarming situation, particularly considering the fact that it has been established through estimations that by next two years a serious imbalance is going to occur between retiring personnel and new entrants of renewable energy industry. Even horrible is the fact that this is not only going to be about the number of people but also a wide gap in term of knowledge and experience has been anticipated. With such alarming expectancy, how a renewable energy company can survive without a fully equipped and totally functional recruitment strategy?

To get a deeper view, if a comparison is made with the world's leading renewable energy companies such as Statkraft, Dong Energy and Vattenfall, it would become apparent that how fragile they have become for designing and implementing effective and efficient recruitment strategies after sensing the forecasted scarcity of talent. Then how a company located in a region which has no previous standing in renewable energy industry can survive and attain its goals in the long run?

It is of course not the case that no development has been witnessed so far as company's effort to respond to the human capital needs of the organization. For example the

establishment of a research institute for producing renewable energy professionals in the country and organizing events and forums for the purpose of collaboration at a huge level. Moreover, a very recent source has reported the company's approach towards human resource development, it was stated that:

"Our recruitment strategy is based on three main principles - motivating staff though attractive wage packages, creating a healthy and sustainable work environment to retain employees, and preparing qualified nationals who are able to adapt to technology innovations and contribute to establishing Abu Dhabi as a leading research and development hub. Our aim is to integrate more Emiratis into the workplace and offer them the opportunity to support Abu Dhabi's Vision 2030 plan" (Ameinfo, 2011).

But it is unclear and debatable that if this approach is fertile enough to respond the real need? Does this strategy match with that of global leaders in the renewable energy industry?

Preparing the qualified renewable energy professionals through the establishment of a research institute in the country may be reasonable to respond a part of total need. But as mentioned above that in the near future the war of talent in the renewable energy industry is not going to be only about the availability of number of employees but a huge gap is anticipated in term of experience and knowledge. Therefore, it is very clear that XYZ Company cannot guard its future in term of human capital only by producing a few fresh graduates; it must confront the corporate giants of alternative energy industry around to globe to attract and engage the top talent. Again, considering the background and current standing of the company in comparison with the leaders makes the game even tougher for XYZ Company.

Quite similar to the findings related to recruitment strategies, the social and development value offered by XYZ Company is also found to be rigorously insufficient to force the employees for continuance commitment. The correlation analysis has brought forward that it is not a functional variable ($r = -0.159$; $p > 0.01$) for XYZ Company and not contributing at all in establishing its brand identity as a desirable employer. Likewise, no correlation of it is found with the organizational performance ($r = -0.041$; $p > 0.01$) either. The most obvious implications of these statistics are of course that XYZ Company is not putting much effort to provide a work life balance to its employees or if it is doing any such attempt it is not effective as evident from the inputs of the current employees of the company. Despite of the

fact that current pressures of tight labor markets and war of talent have made is mandatory for all the corporations to offer training and development programs on competitive basis. The employees of XYZ Company believed that their organization is not devoting significant efforts for internal education and other opportunities.

The need for work life balance and other facets of social development for employees have been identified as an essential necessitation for the employees (particularly for generation Y as thoroughly discussed in the literature review). But evaluating the underlying facts about the absence of significant career development opportunities at XYZ Company, perhaps hinder the scope of discussion on social value in the company. Of course if a company is not responding to a basic level need how the level above to that could be expected to be achieved.

Before the discussion is entered into the extended direction of this stance, it would be interesting to take into account a completely contrasting view on this matter. The analysis of the perception of the people outside the organization revealed that it is believed by a vast majority that XYZ Company can be one of the leading platforms for their career development. They see an employment opportunity in a green, clean and sustainable employer brand as a very promising milestone in their careers, particularly from the long term perspective. Probably these collected outcomes (responses) are the reflections of prevailing perception about the green jobs, as at current they are seen as dazzling career development opportunities due to increased hype of renewable energy industry (Kamenetz, 2009). Of course the highly positive, optimistic and exceeding creativity-oriented slogans of alternative energy corporation are also the contributors in establishing this perception in the market.

Determining that which factor has contributed the most in shaping this perception is certainly less important and beyond the scope of this study. The real need is probably to indentify the factors because of which there lies a huge gap between the inputs of the employees of XYZ Company and the prevailing perception about it in the market, in the context of development opportunities. Despite of being a part of an organization which is seeing by the outside sources as a forum of experimenting with innovation, why are people inside unable to have the continuance commitment with it?

The underlying reasons could be several but a fundamental one out of these is reflected from the standpoint of the opponents (potential applicants/potential employees). In contrast to a self motivated vast majority who is inspired to get into a green collar job, a group of people foresee substantial obstacles in their development in case of working at XYZ Company. The rationale established behind this view is that XYZ Company has the patronage of the leaders, and as such is not bellied by challenges that necessitate growth and development at a workplace.

No matter what the real reasons had been, but can this practice be a profitable deal in the long run? The importance of investment and government support is certainly undeniable, but can a renewable energy company look forward to a prosperous future without the sufficient human capital.

Furthermore, it has been established through several empirical evidences that there is a strong relation between perceived investment in employees' development and retention of employees within the organization (Bruvold & Lee, 2003). In the absence of the development value, an organization may attain job satisfaction and affective commitment but cannot earn the continuance commitment. Indisputably, the need of retention of talent is at its peak for all renewable energy companies in the current scenario. Additionally, for an organization like XYZ Company where the level of job satisfaction among the employees is already doubtful (as reflected from the analysis of different domains), the need for realizing the importance and implementation of a thorough framework of social and development value appears to be highly evident.

Finally, in contrast to negative correlation of recruitment strategies, social and development value, the corporate culture of XYZ Company is reported to have little contribution into company's employer branding process. Although it is also not found to be perfectly correlated with company's ability to attract and retain talent and appear as an admirable employer brand.

Referring to a couple of recent events in the company is also likely to provide a deeper insight into the underlying facts. The sustainable city which is one of the major projects of the company is said to have a huge contribution in the recognition of the company at current. This project is being heavily advertised and of course the success or failure of this project is likely to have a huge impact on the performance and success of the company, on the whole.

According to past sources, some of its directors assured reporters that the project was "on track" to open sometime soon But now the recent announcements have shown that project is going to be delayed by four years. These events have raised a big question mark on the success of this project as well on the future prospects of the company as a whole. Additionally, these are the clear evidences of the fact that there are some serious issues in the context of talent management in XYZ Company. Although the administration of the XYZ Company has tried to defend these events by saying that:

"It's normal for fast growing global companies to see staff turnover as they evolve; people will always come and go and we are very comfortable with change." (Attwood, 2010).

But considering the prevailed severity of war of talent in the renewable energy industry all around the world is it reasonable enough to regard such big changes as normal? With these huge and sudden changes in such influential positions (of employees), can a company aim and hope to survive and succeed?

The inside story behind the resignation and turnover of such critical employees may be somewhat different than the perceived reasons about these events. But still it is appearing rational enough to suggest that people at XYZ Company are perhaps experiencing less degree of job satisfaction (regardless of the fact that what are the causes of this no-satisfaction or dissatisfaction, whatsoever it may be). Additionally, no pleasing statistics have been received from the primary data collected in this regard. The input of the employees is clearly reflecting that they are not driving a significant degree of satisfaction out of their work experience at XYZ Company. No emotional attachment or bonding can be observed, no traces of happiness or enthusiasm were seen and the employees surveyed did not intend to spend rest of their careers with XYZ Company.

When the outcomes of the primary research are evaluated in combination with the above mentioned secondary evidence, less room is left for believing that XYZ Company would be offering a degree of job satisfaction to its employees that can potentially make it a preferable employer in front of its competitors.

Since the first word, no strong effort on the part of the management/leadership has been observed and almost all the hypotheses are found to be negative with little or no contribution

by the independent variables in defining company's image as an admirable and desirable employer.

The only good news is the fact that analysis on familiarity with the company has presented some interested findings which are also inconsistent with the internal analysis of the company. Interestingly, several of the respondents had an extensive knowledge about XYZ Company mega projects of the company. In fact many of the respondents identified the company because of one of those projects. This is perhaps because of the fact that this project is one of the most talked about development in the country. A lot of efforts have been fueled into this project and a lot of expectations are also connected to it with figure crossed. But this study provided an extended direction that this project has also enhanced the position of XYZ Company as an influential employer to attract the talent from the market. However, it has yet be determined if it would guarantee the future of the company as an employer of choice or would take it into an even more constrained position for bargaining in the labor markets because it is totally dependent on the success or failure of this projects. This factor has been taken into account as a lot of controversial debate is in news related to this project, the details of which are beyond the scope of this study. Nonetheless, at current XYZ Company is certainly in a position to lunch itself with a mesmerizing and fetching image as an employer on the shoulders of this giant project.

Lastly, corporations are frequently seen to invest a lot of efforts to establish its brand identity but the perception prevailing in the market does not replicate it. But a total disparity has been found in the case of XYZ Company. The outside sources perceive it as a thriving opportunity for career development and growth but no such evidences have been found from the internal analysis of the company. Should this equation of outcomes without efforts be taken as a good luck and be celebrated? May be yes if GAAPs (generally accepted accounting principles) drop off the principle of continuity and going concern, but without that of course not. As the last word, the implications of this interrogation are self-explanatory.

Chapter 6

Conclusion and Recommendations

Chapter 6: Conclusion and Recommendations

This chapter aims to present the conclusions drawn on the grounds of analysis, findings and evaluation. It is followed by a section comprising of recommendations which have been proposed on the basis of the needs arising from evaluation of the prevailing scenario of employer branding in the company.

6.1. Conclusion

Major variables in the hypothesis are unreliable but the findings of the research are evidently signifying that XYZ Company is not successful in establishing itself as an admirable and attractive employer brand. The employment value preposition offered by the company is not effective enough to establish a distinguished identity of it as an employer of choice, in the highly competitive environment of renewably energy industry. The set of values and dimensions of attractiveness (economic, social, development and interest) offered by the company are no way contributing into company's performance or in enhancing the company's brand image.

XYZ Company needs to give serious consideration to the substance of employer branding and to also to the importance of establishing its identity as a prestigious employer, considering the criticality of prevalent shortage of talent in the world which is expected to get even more severe in the coming years. In addition to the general aspects of employer branding, XYZ Company must comprehend the specific issues related to the industry in which it is dealing. While most importantly, a vision should be developed and communicated throughout the organization that has the potential to rejoin all the prevalent issues effectively, particularly the ones addressing with calamitous need for alternative energy engineers and other professionals.

An understanding is needed to be developed about the near and long term objectives of the company, which should be followed by an internal research and discussion about the company's specific employment value preposition. Collecting the input from the existing internal sources of the company shall bring forward the beliefs and expectations of the top talent of the company which can further be utilized for defining what make XYZ Company

unique. This is because of the reason that such identification is the first crucial step towards establishing a powerful employer brand

6.2. Recommendations

- XYZ Company needs to revise its approach towards the provision of benefits and compensations to its employees against their efforts and contributions. Of Course the company would already be having a sophisticatedly designed framework for remunerations and other benefits, but as found in the results of the study, it is not perceived as a satisfactory one by the employees. Therefore, on the basis of the findings it is suggested that company should implement one such rewards system that provides employees a sense of satisfaction and they see company's strategy as a justified approach. Same recommendations seem to be applicable on company's strategy towards appraisals and promotions. In the theory and recent literature several new approaches for performance appraisals have been introduced and experimented which are found to be the source of a high level of satisfaction in employees and give them a feeling of being fairly compensated against their efforts. To name a few, behaviorally anchored rating scales, human resource accounting methods, management by objectives and 360 degree performance appraisal methods coupled with encouragement for discussion and constructive criticism are some of the modern techniques used of performance appraisals. The implementation of a worthwhile approach (based on the underling context of XYZ Company) would make the employees economically satisfied and as a result will have a greater level of commitment and engagement with XYZ Company as an employer.

- The current recruitment strategies of the company seem to be completely ineffective as a result to this study. Therefore, firstly a thorough research on this context should be conducted on the most recent issues around the world and after that a comprehensive, fully functional and focused strategy should be drawn and implemented across the company. The findings seem to suggest that currently XYZ Company has undertaken a passive recruitment strategy (which targets the active job seekers who are not happy and satisfied with their current employment, also known as disturbed), but based on the analysis it is recommended that company should take into account the need for a

proactive recruitment strategy. A proactive recruitment strategy or headhunting will involve an active persuasion of the prospects through several means such as multiple sourcing, cold-calling and targeting competitors. But resultantly it would anchor passive, highly skilled, veteran and well-employed candidates (known as disturbables) and that is what XYZ Company needs, to appear as an admirable employer. Although for attracting such talent, offering a well designed and exceptionally compelling career value preposition is a pre-requisite. Similarly, XYZ Company also need to revise the sources or channels used for the recruitment process, it seem to be recommendable that company needs to employee warm sources instead of only cold sources (traditional strategy) or neutral sources (electronic strategy). A warm source, unlike the conventional channels, is based on networking and includes client referrals, employee referrals, associations, creation of recruitment culture and intranet etc. Although this is not a cost effective approach, but the implementation of one such approach at least for the critical positions in the company is likely to pool the talent in the company.

- Additionally, where a proactive strategy is not applicable (as it may be the case due the cost implications that a passive strategy may have to be implemented for some of the positions) the screening process should be revised and improved in XYZ Company. In this context, a suggestion is to move away from what and when questions in interviewing and evaluating the candidates. Instead of it, how and why question approach should be implemented for the evaluation of a candidate. Consequently, only the "better" ones would stay around as the talent never avoids challenges but the other ones do.

- The findings of the study have explicitly shown that XYZ Company is not seen as a great place to work and employees do not feel much excited about their work. Therefore, it seems to be suggestive that XYZ Company needs to take effective measures for accommodating the collaborative mindsets of Facebook, Twitter, YouTube, social-networking generation. Additionally, the perceived image of a renewable energy company is of a creativity-oriented work environment that offers a healthy platform for sharing of ideas and concepts. Hence, XYZ Company must convert this perception into the real fact, so that it can become a desirable work place for generation Y (as one of the greatest threats to renewable energy is of the retirement of baby boomers). Furthermore, as XYZ Company has targeted the graduates of its institute of science and technology as

the future source of talent for it, so the need for shaping its work culture according to the needs of this generation is of key importance.

- It is mistakenly assumed by the employers that what can attract the employees can also retain them within the organization. The same is true of XYZ Company, as a result to the conventional strategies of the company along with the pleasant perception which is held in market about this corporate giant of renewable energy (as evident from the analysis of the people outside the organization) may be successful in attracting the talent. But it is comprehensible that these reasons can never be sufficient for retaining that attracted talent. XYZ Company must take prudent measures to earn the loyalties of its employees in order to assure the pool of talent.

- As it is clear that XYZ Company does not have a defined strategy for impeding the employee turnover, so the first recommendation in this regard is to conduct a thorough research to find the reasons for it. After the determination of the most frequent cause (money, work-life management concerns, career growth opportunities or dissension with the supervisors), a comprehensive strategy should be made that addresses that particular area and make the retention of the employees assured.

- Since employee engagement has been recognized as one of the most effective way for employees' retention so XYZ Company must pay attention to this area as well. In order to attain the goal of employee engagement, the company would require constructing a sound and healthy psychological contract with them.

- The findings of the study seem to suggest that XYZ Company need to offer a flexible career path to its employees which can appear as a reason for them to stay with the organization. Most importantly, it should design and implement a strategy which is not only focused on the improvement of job performance rather it should emphasize the personal growth of employees in term of expertise and knowledge.

- XYZ Company should analyze the criticality of providing work-life balance to the employees particularly in the most modern set up business and employment. The Company should be providing all the opportunities to the employees that give them a feeling that their personal values have certain degree of respect.

- Finally, it is evident from the analysis that the employees of the company are unhappy about the strictly hierarchical work environment of the company. Therefore, XYZ

Company needs to cultivate a corporate culture that gives a certain degree of autonomy to the employees. It is recommendable to take such initiatives that give a feeling to the employees that they are playing a significant role in this organization and also that their contribution is acknowledged by the management.

6.3. Scope for Further Research

Considering the constraints of time and resources, the scope of this study was set into certain brackets. There are several ways to extend the findings of this research with the help of further exploration:

- Rework on the data to ensure that there are reliable variable to more accurate results.
- A comparison of two or more renewable energy firms and their evaluation from the perspective of employer branding is likely to provide a more clear understanding of employer branding process and its implication in the renewable energy industry.
- A cross industrial comparison of UAE firms in the context of employer branding, is also likely to provide an enriched understanding on the subject of employer branding with the particular consideration of geographical trends and constraints.

Appendix 1:

Employer Branding at XYZ Company-Survey Questionnaire (For employees of XYZ Company)

Dear Sir/ Madam,	سيدي/سيدتي
This questionnaire gives you the opportunity to express your views on a wide range of issues related to the work conditions. Please note that there is no right or wrong answer.	إن هذا الاستبيان يعطيك الفرصة لعرض وجهة نظرك لمجموعة من المواضيع تتعلق بأجواء العمل. الرجاء ملاحظة أنه ليس هناك إجابة خاطئة أو صحيحة.
The questionnaire will be used to collect the primary data needed for a research study. Therefore, we seek your assistance to be as open, fair, honest as possible as you can in your responses.	سيتم استخدام هذا الاستبيان لجمع البيانات الأولية لعمل دراسة بحثية. عليه نطلب مساعدتكم في الإجابة على الأسئلة بكل وضوح وحرية وصدق وأمانة قدر المستطاع.
The researcher assure you that no individuals will be identified from their responses and there are no requests for confidential information included in the questionnaire. The results of the analysis will be strictly used by the researchers for study purposes *only.*	يؤكد لكم الباحث بأنه لن يتم التعريف أو الإشارة إلى الأفراد من خلال الإجابات المقدمة ولن يكون هناك أية إجابات تستوجب السرية يتضمنها الاستبيان. سيتم استخدام نتائج التحليل من قبل الباحثين لأغراض الدراسة فقط.
The questionnaire comprises two parts:	يتكون الاستبيان من قسمين:
1. General information 2. Job satisfaction	1. معلومات عامة 2. الرضا الوظيفي
Thank you **Researcher**	مع الشكر **الباحث**

Part: 1

PART ONE: GENERAL INFORMATION *Please tick one box for each question:*			الجزء الأول : معلومات عامة الرجاء وضع علامة (√) لكل سؤال:
A. Sex			أ – الجنس:
(1) Male	( )	( )	(1) ذكر
(2) Female	( )	( )	(2) أنثى
B. Marital Status:			ب – الحالة الاجتماعية
(1) Married	( )	( )	(1) متزوج/متزوجة
(2) Unmarried	( )	( )	(2) غير متزوج/غير متزوجة
C. Education:			ج – المرحلة التعليمية:
(1) Less than high school	( )	( )	(1) أقل من الشهادة الثانوية
(2) High school	( )	( )	(2) الشهادة الثانوية
(3) College degree	( )	( )	(3) خريج/خريجة كلية
(4) Graduate degree	( )	( )	(4) متخرج/متخرجة
(5) High Diploma	( )	( )	(5) الدبلوم العالي
(6) Masters or above	( )	( )	(6) الماجستير أو أعلى
E. No. of years worked in current organization:			هـ – عدد السنوات التي قضيتها في منظمتك الحالية
(1) One year or less	( )	( )	(1) سنة أو أقل
(2) 2 - 7	( )	( )	(2) 2 – 7
(3) 8 - 13	( )	( )	(3) 8 – 13
(4) 14 - 19	( )	( )	(4) 14 – 19
(5) 20 years or above	( )	( )	(5) 20 سنة أو أكثر
F. No. of years worked in the position or job:			و – عدد سنوات الخدمة في نفس الوظيفة أو العمل:
(1) One year or less	( )	( )	(1) سنة أو أقل
(2) 2 - 7	( )	( )	(2) 2 – 7
(3) 8 - 13	( )	( )	(3) 8 – 13
(4) 14 - 19	( )	( )	(4) 14 – 19
(5) 20 years or above	( )	( )	(5) 20 سنة أو أكثر
G. Job Status:			ز – المستوى الوظيفي:
(1) First level	( )	( )	(1) إدارة عليا
(2) Middle level	( )	( )	(2) إدارة وسطى
(3) Lower leve	( )	( )	(3) إدارة دنيا
H. Nationality:			ح – الجنسية
(1) UAE National	( )	( )	(1) مواطني دولة الإمارات العربية المتحدة
(2) Non UAE National	( )	( )	(2) غير مواطني دولة الإمارات العربية المتحدة

PART TWO:											الجزء الثاني:
Please tick one box for each item:											الرجاء وضع علامة (√) لكل سؤال:
statement	strongly agree	Agree	undecided	disagree	strongly disagree	غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	العبارة
Economic Value											**القيم الاقتصادية**
1. The Company is offering competitive compensation.											1. تقدم الشركة أجراً تنافسيا
2. The company has a rational criterion for appraisals and promotion.											2. لدى الشركة معايير منطقية لتقييم والترقيات
3. The company is offering me a secure employment.											3. تقدم الشركة لي فرص تأمين العمل المستمر
4. I feel I am compensated fairly against my efforts.											4. أشعر بالرضا عن ما اتقاضاه من أجر على جهودي
Social & Development Value											**القيم الاجتماعية والتنموية**
5. The company is providing a balance between private life and career.											5. توفر الشركة التوازن بين الحياة الخاصة والحياة المهنية
6. The company is providing significant internal education and development opportunities.											6. توفر الشركة فرص كبيرة للتعليم الداخلي والتطوير
7. The training and development programs of the company are competitively good.											7. برامج التدريب والتطوير التي تقدمها الشركة تنافسية
8. The investment made on employee											8. ما استثمرته الشركة في تطوير الموظفين كافي

English											Arabic
development is sufficient.											
9. I feel The company is the perfect place for my personal growth and development.											٩. أشعر بأن الشركة هي المكان المثالي لنمو الوظيفي والتطوير
Corporate Culture & Environment											**ثقافة الشركة وبيئة العمل**
10. The company has a cooperative and supportive culture.											١٠. لدى الشركة ثقافة التعاون والدعم
11. The company provides me chances for exercising independent thoughts and actions.											١١. تتيح الشركة لي فرصة لممارسة أفكاري وأنشطتي الخاصة
12. The company provides me a sense of accomplishment.											١٢. اشعر دائما بالإنجاز في الشركة
13. My colleagues are quite inspiring and I have a very good relation with them.											١٣. زملائي في العمل ملهمين، وعلاقتي معهم جيدة جدا
14. The company provides me an environment of continuous learning.											١٤. توفر لي الشركة بيئة للتعلم المستمر
Recruitment Strategies											**استراتيجيات التوظيف**
15. I was informed about all the good and bad points about this job before being hired.											١٥. تم توضيح جميع ايجابيات وسلبيات الوظيفة قبل أن يتم تعييني
16. The company has the potential to attract and retain talented employees from the market.											١٦. لدى الشركة القدرة على استقطاب على الكوادر الموهوبة من السوق

17. The company takes effective measures to retain valuable employees.											17. تتخذ الشركة تدابير فعالة للمحافظة على الموظفين المتميزين
18. Marketing strategies of the company are effective and efficient.											18. تتسم استراتيجيات التسويق للشركة بالفعالية والكفاءة
Organizational Commitment & Job Satisfaction											**التزام المنظمة والرضا الوظيفي**
19. I feel emotionally attached to the company.											19. أشعر بأني مرتبط عاطفياً بالشركة
20. I am leading to a meaningful and fulfilling life.											20. أنا مقبل على حياة مفيدة وممتعة
21. I am happy about my work and personal life on the whole.											21. أنا سعيد بعملي وحياتي الشخصية على وجه العموم
22. I would be happy spending rest of my career with the company.											22. أريد أن أقضي بقية حياتي العملية مع الشركة
23. When my organization is praised, I feel it as a personal compliment.											23. عندما أحد ما يشيد بالشركة، أشعر وكأنها اشادة لي شخصيا
Talent Retention											**الحفاظ على المواهب**
24. High remuneration of XYZ is the real reason for talent retention in the company.											24. الرواتب العالية هي السبب الحقيقي للحفاظ على المواهب في الشركة
25. XYZ Company has the potential to attract and retain talent from the market.											25. لدى الشركة القدرة على جذب المواهب من السوق والاحتفاظ بها
26. The captivating corporate culture attract and retain the talent within the company.											26. إن ثقافة الشركة المميزة تجذب المواهب وتحتفظ بهم في الشركة

Organizational Performance												الأداء التشغيلي
27. Recruitment strategies of XYZ Company have played an important role in organizational performance.												٢٧. لقد لعبت استراتيجية التوظيف للشركة دورا هاما في الأداء التشغيلي
28. The interest value offered to employees has a direct impact on organizational performance.												٢٨. إن الفائدة المقدمة للموظفين لها تأثير مباشر على الأداء التشغيلي
29. Social and development value provided to employees have added significantly into the organizational performance.												٢٩. القيم الاجتماعية والتنمية المقدمة للموظفين لها تأثير كبير على الأداء التشغيلي
30. The expense on the economical benefits provided by the company yields high organizational performance.												٣٠. القيم الاقتصادية التي تقدمها الشركة لها تأثير على الأداء التشغيلي
Employees Engagement												إشراك الموظفين
31. XYZ Company takes effective measures for the engagement of employees.												٣١. تتخذ الشركة تدابير فعالة لإشراك الموظفين
32. Sound work environment of XYZ Company is the real reason for employee engagement.												٣٢. بيئة العمل للشركة هو السبب الحقيقي لإشراك الموظفين
33. Creativity of the work environment at XYZ Company is the reason for my commitment and engagement with it.												٣٣. الإبداع في بيئة عمل الشركة هو سبب لالتزامي والمشاركة فيها

Attractiveness as an employer/ Employer of Choice											وظيفة جذابة / المكان الأنسب للعمل
34. Recruitment strategies of XYZ Company are sound enough to make it an employer of choice.											34. استراتيجيات التوظيف للشركة تجعلها المكان الأنسب للعمل
35. Economic benefits offered by the company are the only reason for its identity as an attractive employer.											35. القيم الاقتصادية التي تقدمها الشركة هي السبب الوحيد لتحديدها كوظيفة جذابة
36. XYZ Company is an attractive employer because it offers high interest value to employees.											36. تعتبر الشركة من الشركات الجذابة لأنها توفر قيم عالية للموظفين
37. The corporate culture of XYZ Company has established its employer brand identity.											37. أسست ثقافة الشركة هوية علامتها التجارية
38. The corporate culture of XYZ Company is one of the major reasons for its attractiveness as an employer.											38. ثقافة الشركات هي أحد الأسباب الرئيسية كشركة جذابة
39. The career development opportunities in XYZ have made an attractive employer.											39. فرص التطوير الوظيفي في الشركة جعلت منها شركة جذابة

Appendix: 2

Employer Branding- Survey Questionnaire (For Potential Applicants)

Age	☐ 20-29	☐ 30-39	☐ 40-49	☐ Above 50
Gender		☐ Male		☐ Female
Occupation				

Please answer the following questions:		الرجاء الإجابة على الأسئلة التالية:	
Question	**Answer**	الاجابة	السؤال
Familiarity			**الإلمام**
1. Are you familiar with XYZ Company? Yes or No			1. هل أنت على دراية بشركة XYZ ؟ نعم أو لا
2. What do you know about the products or services offered by XYZ?			2. ماذا تعرف عن المنتجات والخدمات التي تقدمها شركة XYZ ؟
3. What do you know about their major projects?			3. ماذا تعرف عن المشاريع الكبرى لشركة XYZ ؟
4. What do you think is the most successful aspect of the company?			4. برأيك ما هو الجانب الأكثر نجاحا لشركة XYZ ؟
Brand Identity			**العلامة التجارية**
5. What do you know about the corporate culture of XYZ?			5. ماذا تعرف عن الثقافة المؤسسية لشركة XYZ ؟

6. In your opinion, what kind of brand image XYZ has established?			٦. برأيك، ما نوع العلامة التجارية التي أنشأتها شركة XYZ ؟
7. In your opinion, which factor has paid the most important role in establishing company's brand identity?			٧. برأيك، وما هو العامل الذي لعب دورا كبيرا في تأسيس العلامة التجارية لشركة XYZ ؟
8. How do you see the marketing strategy of XYZ?			٨. كيف ترى استراتيجية التسويق لشركة XYZ ؟
Recruitment Strategies			**استراتيجيات التوظيف**
9. How do you see the recruitment strategies of XYZ?			٩. كيف ترى استراتيجية التوظيف لشركة XYZ ؟
10. Do you think XYZ is offering exceptional compensations?			١٠. هل تعتقد بأن شركة XYZ تقدم مميزات استثنائية؟
11. How do you think XYZ gives value to its employees?			١١. كيف تقوم شركة XYZ بإعطاء قيمة لموظفيها؟
12. What is your opinion about the career development programs of XYZ?			١٢. ما رأيك ببرامج التطوير الوظيفي لشركة XYZ ؟
Employer of Choice			**اختيار مكان العمل**
13. If you are given a chance, would you like to work at XYZ?			١٣. إذا أتيحت لك الفرصة، هل ترغب في العمل في شركة XYZ ؟
14. How much priority you will give to working at XYZ?			١٤. ما هي الأولوية للعمل في شركة XYZ ؟
15. Is remuneration the only factor for your preference?			١٥. هل يعتبر الأجر العامل الوحيد لاختيارك؟

16. What role XYZ can play in your career development?			16. ما هو الدور الذي يمكن لشركة XYZ أن تلعبه في التطور الوظيفي الخاص بك؟
17. How do you rank XYZ as an employer?			17. كيف تصنف شركة XYZ كمكان للعمل؟

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