



## **Exploring Employer Branding for Talent Acquisition: Comparative Analysis of Employer Branding Attractiveness dimensions among inside Employees and Business Graduates**

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### **Abstract**

*This study examines employer branding as a long-term HR strategy to attract and retain talent. By comparing perceptions between business graduates and current bank employees, this research identifies key employer branding attractiveness dimensions. Data from 600 respondents, using Berthon et al.'s (2005) employer attractiveness scale, highlights the differences in perceived employer value. Theoretical contributions include integrating Employer Branding Theory and Psychological Contract Theory to explain variations in perception. Practical implications suggest organizations must balance internal and external employer branding strategies while leveraging digital platforms. Results showed that the current employees attributed higher importance to social, interest, salary in economic values, development values and application values. The least preferred factor was of economic values, which shows bank does not offer overall good economic values to its employees. The business graduates were more attracted by interest, social, economic and development values. They could not relate the application value factor being Employer attractiveness. Our results offer understanding for human resource managers to comprehend the theoretical foundations of employer brand and its potential implication on practice.*

*Key words: Employer branding attractiveness; value proposition; Talent acquisition; Employee retention; HR strategy*



## **Introduction**

Employer branding is widely used as organizational strategy for enhancing employer attractiveness for potential and current consumers for broaden the understanding of other stakeholders such as customers , local community and in particular potential employees (King and Grace, 2009; Jiang and Iles, 2011; Xie et al., 2015; Jain and Bhatt, 2015). Faced with economic ,global, social and demographical challenges, organizations are becoming competitive for attracting talented professionals. Rampl, 2014; Rampl and Kenning, 2014; Backhaus, 2016; Bellou et al., 2015). This mostly occurs in the services sector, where organizations must strive constantly for finding innovative ways of satisfying customers and motivate employees to ensure that their behavior supports the delivery of high-quality service (Chebat and Kollias, 2000). By creating congruence between external and internal employer brand image the organization could increase the attractiveness for prospective and potential employees. It is reported that employer brand image has positive relationship with the ‘being employer of choice’. In this respect, significant variation recorded for inside and outside individuals. The potential applicant who looks organization outside is different from inside employees’ who views are based on their experience being within the organization (Knox and Freeman 2006; Santos, V. R. et. al. 2019).

Research on employer branding attractiveness is fundamentally emphasized the antecedences and dimensions of Employer branding attractiveness. However substantial gap exists for acquiring better understanding about insider and outsider dimensions. Crucial questions exist are there any perceptual differences of perception and preferences among Insider employees and outsider potential employees? If yes, what type of similarities and differences do exist? What is practical implication from human resource management outcomes point of view? What conclusion may be drawn from socio cultural and contextual differences of employer attractiveness? our research aims to find such answers by data analyses from employees of Banking sector and Business graduates of Karachi, Pakistan.

## **Statement of the Problem**

The employer branding provides an opportunity to measure the different dimensions of attractiveness (i.e. values), promised by an organization to attract the outside applicant and retain the inside employees to be with the organization for longer time. Kristin Backhaus (2016) argued that employer brands are created align with the product brands and it include the different aspects of human resources practices to enable a working environment to enhance toward achievement for organization goals. Employees represent the insiders view for the brands. During the course of work, insiders gain the familiarity with the employer brand and it changes its perception about the brand. The views about employer brand are different for new comers and those having been with the company for longer time. Variation in inside and outside employer branding attractiveness is misleading for business graduate who are interested in applying for job in a bank and expecting a lucrative offer and career growth. But, the only current employee could portray the right inside picture of different dimensions of attractiveness of employer branding.



This study is being conducted to reveal the real picture of offering by the bank as an employer for their potential and existing employees. Focusing on the target population of above studies and based on literature review of previous studies no single study has incorporated the view of business student and their perception of employer branding attractiveness for job at banks and views of current employees working if the banks about different dimensions of employer branding attractiveness. The research is focused on different dimensions of employer branding attractiveness as perceived by the business graduate and bank employees of Karachi Pakistan.

### **Objectives of the study**

This research objective is to identify dimensions of attractiveness in employer branding attractiveness among insider existing employees and outsider potential employees .This objective is achieved by identifying the statistically significant differences of perceived preferences attributed to each dimension of attractiveness in employer branding by above mentioned both groups. The research uses Berthon et al. (2005) employer attractiveness scale. The scale comprises five attractiveness attributes and it assesses to what extent the organization offers the following values: 1) Interest Value (IV): a challenging and stimulating job, with innovative working practices, products and services, in an environment that encourages creativity and innovation; 2) Social Value (SV): a positive and pleasant social and interpersonal environment; 3) Economic Value (EV): above- average wages, compensation package, job security, and promotion opportunities; 4) Development Value (DV): provides recognition, self-worth and confidence, the development of skills and career-enhancing experiences; 5) Application Value (AV): opportunity to apply expertise and convey knowledge to others, in a customer-oriented and humanitarian workplace

### **Literature Review**

#### **Employer branding: definition and dimensions**

The concept of Employer Branding was firstly originated by Ambler and Borrow (1996). They describe the term of employer branding on three different dimensions considering functional, economic, and psychological benefits received by the employee from employer. Barrow and Mosley (2011) classification of employer branding on the benefits is based on functional and emotional benefits. Functional benefits include; pay, security, technology, bonuses, working conditions environment etc. and emotional benefits included employee motivation, job satisfaction, innovative experiences gain etc.

An employer brand projects the organization's value proposition that reflects its values, philosophy, behavior, symbolism, communication, etc., differentiates the company from all others and creates a positive image on its target audience. (Bali & Dixit, 2016: 184). Employer branding is marketing, among the employers to make an attractive image in the minds of its potential associates and humanizing the image in the minds of potential associates (Aslamet al., 2015: 162). Ergun, H; S& Tatar, B; (2018) studied in accordance with the Study of Backhaus and Tikoo (2004) where is was discussed that the process of attraction begins with the value



creation through employer branding attributes and targeted to potential employees as well retention also comply with employer branding aspects. Mismatch between expected and perceived employer brand aspects studied by the Ergun, H; S & Tatar, B; (2018). The two sides of coin were not the same as reported in this study. Different dimensions of employer branding attractiveness were under study. Interest Value was of importance difference from both the expected and perceived view of employer branding values. Economic values were expected from the employer by the employee, but the employer was focusing on social values of employer branding, which directly impact on employer branding attractiveness and effectiveness.

### **Organizational Attractiveness**

In line with concept of Employer branding it is worthwhile to understand the concept of Organizational attractiveness. Organizational attractiveness is regarded as a multi-dimensional construct. Berthon, Ewing and Hah, (2005) described organizational attractiveness as “the envisioned benefits that a potential employee sees in working for a specific organization”). Jiang and Iles (2011) view as “a power” that draws applicants’ attention to employer branding and encourages existing employees to stay loyal to a company. Organizational attractiveness is thought of as an antecedent of the more general concept of employer brand equity (Berthon, Ewing and Hah, 2005). There are various attempts to identify the distinct dimensions of organizational attractiveness (Berthon, Ewing and Hah, 2005; Roy, 2008; Arachchige and Robertson, 2011; Bakanauskien, Bendaravien, Krikštolaitis, and Lydeka, 2011; Sivertzen, Nilsen and Olafsen, 2013) in building employer branding. Berthon et al. (2005) developed and validated a multi-item scale to identify and operationalize the components of employer attractiveness. The authors identified five distinct dimensions of employer attractiveness (such as: interest value, social value, economic value, development value and application value) and provided evidence on the validity and reliability of their scale. They also call for further research to develop and refine the scale. Lievens et al. (2007) used the instrumental–symbolic framework relating to both employer image and organizational identity. Kuchеров and Zavyalova (2012) divided employer brand attributes into four groups (economic, psychological, functional and organizational) each of them corresponding to different aspects of employer attractiveness.

The process of employer branding consists of three phases as mentioned by the Backhaus and Tikoo (2004). In first value proposition phase, where an organization finds a particular value it offers to existing or potential employees. Through such effort, an organization delivers the sense of being employer brand. The value proposition should convey the message that the organization is “a great place to work”. In second phase, external marketing is involved to attract the talent. In third phase consists of internal marketing, where the organization keep the brand promise deliver through value proposition and propagated by external marketing and incorporate it with organizational culture. Berthon, et.al. (2005) implied (economic value, interest value, social value, development value and application value) five different employer branding attractiveness. Interest value refers to psychological benefit offered by the employer. According to the Berthon et.al. (2005) “interest value” are concerned with the employee’s innovativeness for product or



service development, in a conducive working environment provided by the organization. The dynamic working environment and change in work processes the expectations of the employees are changing towards employer. Hence, it should be necessarily understanding by the employer that what insiders and outsider as employees prefer and have a high regard for employment experience (Kashyap, V., & Verma, N. 2018).

### **Employer Branding Theory and Psychological Contract Theory**

Employer Branding Theory (Backhaus & Tikoo, 2004) posits that organizations must align external perceptions with internal realities to create a strong employer brand. Psychological Contract Theory (Rousseau, 1995) explains how employees develop expectations about their employers, which may differ from external applicants' perceptions. This theoretical integration provides a deeper understanding of employer branding dynamics.

Social value refers to psychological benefit offered by the employer. Berthon et al. (2005) defined "social value" as "the value that gauge the extent to which an organisation as an employer provides a conducive environment having as fun with their colleagues and feel happiness while on work, provides better relationships with coworker and supervisors, and provide team atmosphere" (Kashyap, V., & Verma, N. 2018). Development values are the functional benefit provided by the job. Berthon et al. (2005) defined "development value" as "the value like recognition by the organisation, having confidence with working for the organisation, offer experience helps to enhance the career and facilitate for future employment" (Kashyap, V., & Verma, N. 2018). Application values are related to functional benefits provided by the employer. Berthon et al. (2005) defined "application value" as: "the value which make use of and offer opportunity to use what the employee has learned could apply and to teach others, in an environment that is both customers oriented and humanitarian" (Kashyap, V., & Verma, N. 2018). Economic values are related to economic benefit provided by the employer. (Kashyap, V., & Verma, N. 2018). Economic value is concerned for salary offering by the organization more than its competitors, handsome compensation, offers job security and is defined as "the value such as above average salary, compensation package, job security and a chance to be promoted to upper level" (Berthon et al. 2005). The framework presented by Backhaus and Tikoo (2004) is shown in figure 2.1. The framework incorporates the marketing and human resource concepts to address the employer branding. Employer branding has two major assets-brand associations and brand loyalty. Employer brand associations leads towards the employer image, in a result of it potential employee attracts towards the organization. Employer branding impacts organization culture and organization identity which leads to employer Brand loyalty. Organizational culture also contributes to the employer brand as a feedback. Employee Productivity is increased by Employer brand loyalty.

Based on above literature review the following Research framework developed by Backhaus and Tikoo (2004) is adopted to testing the hypothesis in the chosen sample size with above justified sample rationality and research gap.

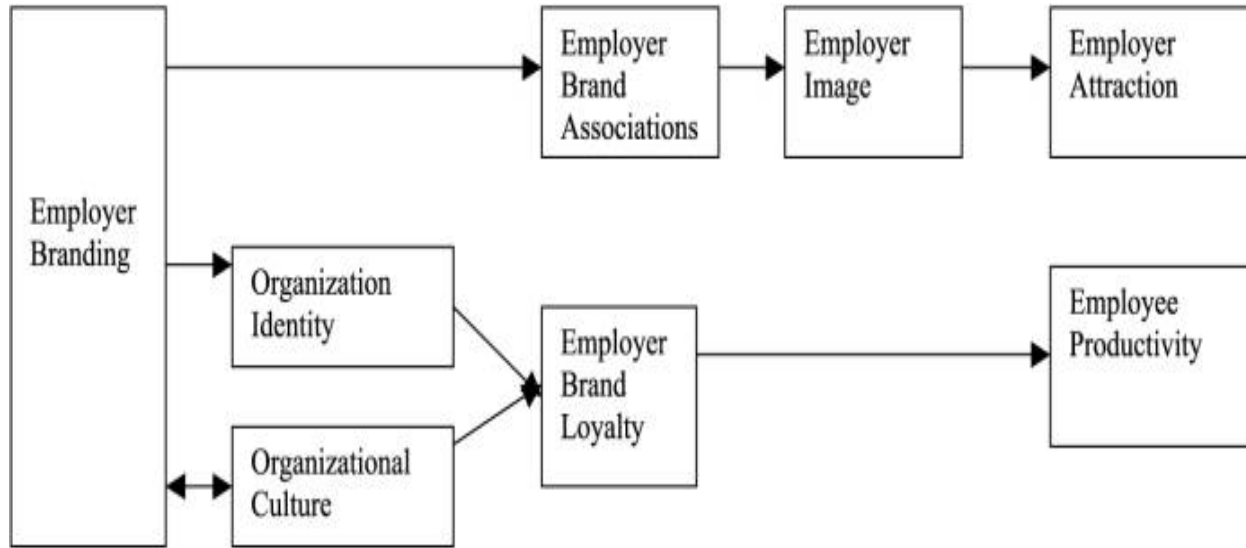


Figure 1 Employer Branding Framework: Backhaus and Tikoo (2004)

### External and internal employer brand image

Arachchige and Robertson (2013) propose employer branding model where external employer branding leads to employer attractiveness and the internal employer brand leads to employee productivity. The model considers the employer attractiveness as an outcome of the external branding process. Knox & Freeman, (2006) has revealed that the perception of a brand image is perceived differently by the insider and outsiders. Lievens (2007) showed that the perspective and existing employees consider the organization as brand in the similar ways. Furthermore, Knox & Freeman, (2006) assumed the employer brand image internal, external and constructed. Internal employer brand image is the recruiters' perception of the firm, the external image is potential recruits' perception of the firm and a constructed employer brand image is employees' reflection of the external image.

By creating congruence between external and internal employer brand image the organization could increase the attractiveness for perspective and potential employees. It is reported that employer brand image has positive relationship with the 'being employer of choice'. In this respect, significant variation recorded for inside and outside individuals. The potential applicant who looks organization outside is different from inside employees' who views are based on their experience being within the organization (Knox and Freeman 2006; Santos, V. R. et. al. 2019).

There are various inputs and outputs that contribute to the shaping perception of the recruiters' and potential employees about the firm. Knox & Freeman, (2006) considered the model is not a 'closed system'. The constructed image is the image perceived by the insider is not necessarily the same as considered by the outsiders but, the insiders consider it is perceived as the same image from both viewers. Knox and Freeman (2006) showed that there is significant difference between two perceptions i.e. inside and outside employer brand image perception.





Pingle& Sharma, (2013) studied the employer attractiveness is defined as “the envisioned benefits that a potential employee sees in working or a specific organization” (Berthon et.al.2005). The study was conducted to gauge the external employer attractiveness and sample was consisted of MBA student as potential employees. It was advocated that the concept of employer attractiveness has been studied for inside and outside attractiveness. It is also considered as the measurement tool to recruit and retent of existing and potential employees. Internal attractiveness describes by the perceptions of inside employees and external attractiveness describes the outsider perceptions (Pingle& Sharma, 2013).

Berthon et al. (2005) employer branding attractiveness scale is the only validated scale till so far as cited by 967 times. Students as target group very often used to measure the perception externally by the studies. Very few studies used employees to measure the perception as employer branding internally. Students are considered usually because they are considered as 'potential employees'(Broek, M. N. 2015, Reis, G. G.et. al, 2017).Agrawal, Rakesh. (2009) has gauged the behaviors of outsider candidates to apply for job in the organization. Researcher emphasized that brand equity theory from marketing literature can help the organizations to enhance their brand equity and reposition as “employer of choice” for outside applicant who are in their final years of business studies. The results perpetuate that the employer brand equity can be helpful to engage the outside applicant for intention to apply with the organization. The different attribute attracts the outside jobseeker to apply including; the organization, compensation, social values, empowerment and responsibility. It was observed that experience plays moderating role while seeking perceived attributes of job for responsibility and empowerment. Incorporating such attributes to employer brand image leads to cost curtailment.

Reis, G. G., & Braga, B. M. (2016), conducted the study in Brazil and data collection was collected by utilizing recruitment firm’s database was utilized. Online survey was conducted from 3,000 professionals. The responded were professionals from different industries and 937 responses received. The study compared three generations (i.e. Baby Boomers and generations X and Y) with regards to attraction towards employer branding. For Baby Boomers, loves an innovative job, a positive workplace in result it encourages creativity and new working practices, along with personal development opportunities. For Generation X, considers development opportunities, a good compensation package, along with the opportunity to work in a stimulating and creative workplace and mores socialization. Generation Y, prefers rewards package more relevant, along with a chance to develop and workplace which has positive impact on their overall learning. Neetu Jain, Prachi Bhatt, (2015) conducted the study on students of business schools and used random sampling techniques. Being potential hires they filled the online questionnaire, 239 useful responses were analyzed. The factor was of more prioritize by the public sector were, a stabile company, balance in work-life and a secure job which outsider consider as important. Hence, such valuable insights should be considered by both the sector (public and private).



Alniaçık, E., & Alniaçık, Ü. (2012) studied the employer branding dimensions of attractiveness perceived by the students 50% employed and 50% unemployed and preference for employer attractiveness with regard to the age, gender and current employment status of the respondents. The study revealed that factors of dimensions of employer attractiveness. The highest importance attribute was to social value and least for market value. With respect to gender, females attract towards to social value, market value, application value and cooperation. Older attracted towards employer who produce high quality and innovative products and services, and are customer oriented. Employed respondents have market value more attraction in comparison to unemployed respondents.

Reis, G. G.et.al (2017) studied the relevance of authenticity as a possible attribute of employer attractiveness with other factors of attractiveness, such as economic, development, social, interest and application values. The responded were professionals from different industries and 937 responses received. The workplace authenticity has similar value as of economic and personal development values of employer attractiveness theses values are more highly significant work environment values of employer attractiveness such as interest value, social value, and application value. The results reveal that top management, older professionals as well as women more attracted towards authenticity. Ergun, H. S., & Tatar, B. (2016) the conducted a survey on bank employees in Turkey. The sample was 300 banks employees and 12 banks were included in this study from Turkey. The questionnaire survey was administered and the results reveal that the organizational identification, application value, development value and social values are important for intention to apply. Economic value has no effect ton organizational identification and intention to apply. Bellou, V., et. al. (2015) conducted a study to reveal the Employer Brand of Choice. The sample was consisted of 896 working adults. The construct Employer Brand of choice have highlighted dimensions were “Remuneration”, “Relationships”, “Opportunities for Self Development”, “Recognition”, and “Corporate Image”.

### **Global Comparison of Employer Branding**

Employer branding research has primarily focused on Western economies (Rampl & Kenning, 2014). Studies in Malaysia (Mohamad et al., 2018), Turkey (Ergun & Tatar, 2018), and India (Biswas & Suar, 2013) reveal that economic and social values vary across regions. By comparing findings with similar banking industries globally, this study broadens employer branding's contextual understanding.

### **Digital Employer Branding**

With the rise of digital recruitment platforms, employer branding has shifted towards online engagement strategies (Xie et al., 2015). Organizations now leverage social media, job portals, and company review websites to build employer attractiveness (Sivertzen et al., 2013). This study highlights the gap in digital employer branding's impact on perceptions of attractiveness.





# **H1: There is significant difference between bank employees (Insider) and Business graduates (Outsider) view of employer branding attractiveness**

Table 1

Author	Variables	Sample	Findings
<b>Mohamad, S. F et. Al. (2018)</b>	Brethon et.al. 2005 adopted	Malayesia Hotel Employee( 436)	Organizational, Individual and Growth factors
<b>Almaçık, E., &amp;Almaçık, Ü. (2012).</b>	Brethon et.al. 2005 adopted	Turkey based sample of half employed and half unemployed college students 590	Social value(Highly important), market value(employed),economic value, application value, cooperation value, workplace environment
<b>Reis, G. G (2017)</b>	Brethon et.al. 2005 adopted	Brazilian professionals 937	Social Value, Interest Value, and Application Value(significant)  Economic and Development values (non-significant)
<b>Ergun, H. S., Tatar, B. (2018)</b>	Brethon et.al. 2005 adopted	Turkey bank employees 300	Application, Development and Socialization factor with 10 factor loading extracted
<b>Jayasinghe, S. R. M. (2017).</b>	Brethon et.al. 2005 adopted	Sri Lankan 300 final year university students	development, economic and social dimensions important
<b>Ergun, H. S., Tatar, B. (2018).</b>	Brethon et.al. 2005 adopted	Turkey bank employees 300	social and economic value important
<b>Hadi, N., &amp; Ahmed, S. (2018)</b>	Brethon et.al. 2005 adopted	204 teachers and administrative staff form universities in Islamabad Pakistan	Development values important for retention
<b>Biswas,M., &amp;Suar, D. (2013)</b>	Brethon et.al. 2005 adopted	Indian 413( 244 current employees, 169 were potential employees final year students of technical colleges)	social, interest, developmental and economic values

## **Data collection and sample**

The study surveyed 600 respondents: 300 bank employees and 300 business graduates. Six banks were selected based on sector diversity and reputation in Karachi's financial industry, while four business schools were chosen for their significant contribution to banking sector recruitment.



The rationale behind this sample ensures a comprehensive perspective on employer branding attractiveness. The survey questionnaire was used to collect the data. The Questionnaire designed by Berthon, P. et.al. (2005) was used for this research from total 600 sample size from six (06) different banks located in Karachi city of Pakistan. The major banks were considered for data collection that attracts more graduate students. The HBL, Allied Bank, Bank AL Habib, Bank Alfalah, Silk Bank, NBP banks were selected for this study. On the other hand; the graduates' students were selected from four (04) business schools located in Karachi city of Pakistan. The Szabist University, Bahria University Karachi Campus, Indus University, Iqra University main campus were selected business schools. Using the Non probability convenient sampling strategy, 50 employees were selected from each bank and 300 total samples collected from the banks employees. Seventy-five graduate business students were selected from each business school. Total 300 students were selected from 04 business schools.

Table 1

Demographics of participants – Gender

1	Frequency	Percent	Cumulative Percent
Male	162	77.1	77.1
Female	48	22.9	100.0
Total	210	100.0	

The Table -1 shows the gender of respondents. Total 210 respondents involved in this study. Male are 162 in number and females are in 44 Males (77.1) % and females' percentages remained 22.9%.

Table 2

Demographics of Participants – Age

Age			
	Frequency	Percent	Cumulative Percent
20-25 years	54	25.7	25.7
26-35 years	94	44.8	70.5
36-45 years	42	20.0	90.5
46-60 years	20	9.5	100.0
Total	210	100.0	

The Table -2 shows the age of respondents. Total 210 respondents involved in this study. Around 70% falls in between 20-35 years' age.



Table 3

Demographics of participants – Working Level

	Frequency	Percent	Cumulative Percent
Upper Level	48	22.9	22.9
Middle Level	142	67.6	90.5
Lower Level	20	9.5	100.0
Total	210	100.0	

Table-3 shows the working level of respondents. Total 210 respondents involved in this study. Graph 4.4 shows above results. Around 67% falls in middle level. The reliability test calculated with Cronbach Alpha. The value above .07 considered reliable for the scale.

Table 4

Reliability Test

Construct	Cronbach's Alpha		Number of Items	
Interest Value	.841		5	
Social Value	.780		5	
Economic Value	.702		5	
Development value	.827		5	

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
Interest Value	210	1.20	5.00	3.5238	.85923	-.411	.168
Social Value	210	1.80	5.00	3.7629	.74702	-.348	.168
Economic Value	210	1.60	5.00	3.5257	.74256	-.206	.168
Development V	210	1.20	5.00	3.5705	.78337	-.412	.168
Application Value	210	1.20	5.00	3.5638	.84956	-.435	.168

Table-4 shows the descriptive statistics for employer branding dimensions of attractiveness. Interest Value mean 3.52, social value mean 3.7629, economic values mean 3.52, development values mean 3.57, application value mean 3.56. The Skewness and kurtosis value were between -.5 to .4.



Table -5

Correlation between variables

	Interest Value	Social Value	Economic Value	Development Value	Application Value
Interest Value	1	.647**	.578**	.737**	.657**
Social Value		1	.543**	.600**	.597**
Economic Value			1	.728**	.603**
Development value				1	.765**
Application Value					1

The Table -5 shows the correlation between different variable. The values for employer branding dimensions fall between .765 to .543 and are positively significant. The factor analysis was run for factor loading. The value above 0.7 shows factor is loading and important for the respondents. The measure of sample adequacy was checked through KMO(Kaiser-Meyer-Olkin) and Bartlett's Test. KMO should be above .6 and Bartlett's Test of Sphericity should be significant for sample adequacy.

Table -6

The measure of sample adequacy

<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>		.925
Approx. Chi-Square		2491.301
<b>Bartlett's Test of Sphericity</b>	df	300
	Sig.	.000

Table -7

The measure of sample adequacy

Extraction			Extraction		Extraction		Extraction		Extraction	
IV1	.713	SV1	.767	EV1	.593	DV1	.583	AV1	.574	
IV2	.672	SV2	.755	EV2	.604	DV2	.612	AV2	.531	
IV3	.619	SV3	.638	EV3	.315	DV3	.543	AV3	.544	
IV4	.637	SV4	.722	EV4	.568	DV4	.585	AV4	.660	
IV5	.561	SV5	.651	EV5	.426	DV5	.587	AV5	.645	

Extraction Method: Principal Component Analysis



Table -7 shows the factor loading of different items as per preference of employer branding dimensions' values rated by the banks employees as most important for them offered by the bank as employer. For this study value above 0.6 are comparable. Only four (04) items are have factor loading above 0.7, i.e. SV1 (.767), SV2 (.755), SV4 (.722) and IV1 (.713). Extending the inclusion criteria of factor loading to 0.6, nine (09) more factors are considered for discussion. All four (02) remaining factors of social values have factor loading is SV5 (.651) and SV3 (.638). Three factor out of remaining four factors of interest value are included are IV2 (.672), IV4 (.637) and IV3 (.619). Only one factor has higher than 0.6 factor loading for economic value is EV2 (.604). Development value factor contribute only one factor DV2 (.612) and Application Value contribute two factors AV4(.660) and AV5(.645) for consideration. Hence, total 13 factors are under consideration as important by the bank employees.

Table -8

The Total Variance

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings <sup>a</sup>
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	10.018	40.073	40.073	10.018	40.073	40.073	6.856
2	1.525	6.101	46.174	1.525	6.101	46.174	5.455
3	1.258	5.033	51.207	1.258	5.033	51.207	4.798
4	1.239	4.955	56.161	1.239	4.955	56.161	3.024
5	1.065	4.261	60.422	1.065	4.261	60.422	6.914
6	.879	3.515	63.937				
7	.825	3.300	67.237				
8	.791	3.165	70.401				
9	.685	2.738	73.140				
10	.641	2.563	75.703				
11	.621	2.484	78.187				
12	.560	2.240	80.427				
13	.542	2.167	82.593				
14	.492	1.966	84.560				
15	.467	1.869	86.428				
16	.449	1.798	88.226				
17	.438	1.750	89.976				
18	.434	1.737	91.714				



19	.393	1.572	93.285
20	.376	1.503	94.788
21	.342	1.366	96.154
22	.288	1.153	97.307
23	.242	.968	98.275
24	.221	.886	99.161
25	.210	.839	100.000

Table -8 shows the total variance explained by the variables/factors. Initial eigen values above 1 is considered. Total five (05) factors extracted and their cumulative percentage is 60.422.

Table 9

The Gender of respondents

	Frequency	Percent	Cumulative Percent
<b>MALE</b>	126	62.4	62.4
<b>FEMALE</b>	76	37.6	100.0
<b>Total</b>	202	100.0	

The Table -9 shows the gender of respondents. Total 202 respondents involved in this study. Male are 126 in number and females are in 76 Males (62.4) % and females' percentages remained (37.6) %. It shows that overall males are around four times of females' respondents.

Table -10

Demographics of participants – Age

	Frequency	Percent	Cumulative Percent
<b>20-25</b>	106	52.5	52.5
<b>26-35</b>	96	47.5	100.0
<b>Total</b>	202	100.0	

The Table-10 shows the age of respondents. Total 202 respondents involved in this study. Results show slightly higher participation by the 20-25 years' age group.





**Table -11**

**Demographics of participants – Qualification**

	Frequency	Percent	Cumulative Percent
<b>INTERMEDIATE</b>	22	10.9	10.9
<b>GRADUATION</b>	104	51.5	62.4
<b>POSTGRADUATION</b>	76	37.6	100.0
<b>Total</b>	202	100.0	

The Table -11 shows the qualification of respondents. Total 202 respondents involved in this study.

**Table -12**

**Reliability Test**

The reliability test calculated with the help of SPSS software and Cronbach Alpha was calculated. The value above .07 considered reliable for the scale.

<b>Construct</b>	<b>Cronbach's Alpha</b>	<b>Number of Items</b>
<b>Interest Value</b>	.749	5
<b>Social Value</b>	.849	5
<b>Economic Value</b>	.789	5
<b>Development value</b>	.841	5
<b>Application Value</b>	.775	5

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
	c					Error	Error
<b>INTERESTVALUE</b>	202	1.60	5.00	3.4535	.75199	-.575	-.390
<b>SOCIALVALUE</b>	202	1.80	5.00	3.6911	.84713	-.560	-.354
<b>ECONOMICVALUE</b>	202	1.00	5.00	3.4020	.82184	-.376	-.283
<b>DEVELOPMENTVALUE</b>	202	1.20	5.00	3.5396	.84366	-.544	-.131
<b>APPLICATIONVALUE</b>	202	1.80	5.00	3.5931	.77815	-.453	-.310



The Table-12 shows the descriptive statistics shown for employer branding dimensions of attractiveness among graduate students of different business schools of Karachi. Highest mean value was recorded for social values 3.69 and lowest mean values an economic value was 3.40. The skewness and kurtosis value were between -.575 to -.131

Table-13

Correlation Analysis

	Interest Value	Social Value	Economic Value	Development Value	Application Value
Interest Value	1	.626**	.530**	.646**	.621**
Social Value		1	.585**	.704**	.708**
Economic Value			1	.672**	.580**
Development value				1**	.731**
Application Value					1**

The Table -13 shows the correlation between different variable. The values for employer branding dimensions falls between .731to .585 and are positively significant.

**Factor Analysis**

The factor analysis was run for factor loading. The value above 0.7 shows factor is loading and important for the respondents. The measure of sample adequacy was checked through KMO(Kaiser-Meyer-Olkin) and Bartlett's Test. KMO should be above .6 and Bartlett's Test of Sphericity should be significant for sample adequacy.

Table 14

KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.932
	Approx. Chi-Square	2386.014
Bartlett's Test of Sphericity	df	300
	Sig.	.000



Extraction			Extraction			Extraction			Extraction		
IV1	.672	SV1	.644	EV1	.728	DV1	.584	AV1	.562		
IV2	.657	SV2	.593	EV2	.556	DV2	.625	AV2	.471		
IV3	.662	SV3	.718	EV3	.558	DV3	.658	AV3	.533		
IV4	.566	SV4	.670	EV4	.642	DV4	.659	AV4	.491		
IV5	.521	SV5	.642	EV5	.614	DV5	.531	AV5	.582		

*Extraction Method: Principal Component Analysis*

The Table -14 shows the factor loading of different items as per preference of employer branding dimensions' values rated by the banks employees as most important for them offered by the bank as employer. For this study value above 0.6 are comparable. Only two factors have factor loading above 0.7, i.e. SV3 (.718) and EV1 (.728). Eleven (11) factors have factor loading was above 0.6. IV1 (.672), IV2 (.657) and IV3 (.662) of interest values. SV1 (.644), SV4 (.670) and SV5 (.642) of Social Value. EV4 (.642) and EV5 (.614) of Economic Values. And DV2 (.625), DV3 (.658) and DV4 (.659) of Development Value. No value of Application dimension was recorded above 0.6.

Table -15

Factor loading for interest value dimension of employer branding attractiveness.

Code	Factor Loading	Item Description
IV1	.672	
IV3	.662	
IV2	.657	
IV4	.619	
IV5	.561	

The table-15 shows the factor loading for interest value dimension of employer branding attractiveness. The IV1-IV4 have factor loading above 0.6, which means the bank employees consider graduate prefer those banks which are 'innovative and produce high quality products and services' for their customers and, offers novel working environment for employees, allowed employees to use their creativity during their work. The graduates feel that the bank does not offer very exciting environment for their employees.



Table -16

Factor loading for Social value dimension of employer branding attractiveness.

Code	Factor Loading	Item Description
SV3	.718	
SV4	.670	
SV1	.644	
SV5	.642	
SV2	.593	

The Table-16 shows the factor loading for social value dimension of employer branding attractiveness. The SV3 have loading of above 0.7. The graduates would like to work for the bank where college are supportive and encouraging the new comers.SV4, SV1 and ISV5 have factor loading above 0.6, which means the graduates like ‘fun working environment’ colleagues which maintain good relationships with the new comers and the bank offering ‘happy working environment’.

Table -17

Factor loading for economic value dimension of employer branding attractiveness

Code	Factor Loading	Item Description
EV1	.728	
EV4	.642	
EV5	.614	
EV3	.558	
EV2	.556	

The Table-17 shows the factor loading for economic value dimension of employer branding attractiveness. The factor EV1 has value above 0.7, shows that the new graduate dreaming to start their working with good compensation package. Secondly, they like promotion and experience. They are aware about the job security and above average factor offered by the banks.



Table -18

Employer Branding Dimension-Development Value (Factor Loading)

Code	Factor Loading	Item Description
DV4	.659	
DV3	.658	
DV2	.625	
DV1	.584	
DV5	.587	

The Table -18 shows the factor loading for social value dimension of employer branding attractiveness. Three (03) factors above 0.6 value, shows that business graduates attract towards employer offering springboard for future career, and experience help them to grow and feel good while working for the employer.

Table -19

Employer Branding Dimension-Application Value (Factor Loading)

Code	Factor Loading	Item Description
AV5	.582	
AV1	.562	
AV3	.533	
AV4	.491	
AV2	.471	

The Table -19 shows the factor loading for application value dimension of employer branding attractiveness. The value is below 0.6, shows that business graduates could not link this variable while under studying in the business schools.



Table -20

Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.112	40.447	40.447	10.112	40.447	40.447
2	1.534	6.134	46.581	1.534	6.134	46.581
3	1.342	5.367	51.948	1.342	5.367	51.948
4	1.115	4.461	56.409	1.115	4.461	56.409
5	1.035	4.138	60.547	1.035	4.138	60.547
6	.878	3.513	64.061			
7	.790	3.160	67.220			
8	.721	2.884	70.104			
9	.683	2.730	72.835			
10	.649	2.595	75.429			
11	.607	2.427	77.857			
12	.584	2.336	80.192			
13	.543	2.171	82.363			
14	.514	2.056	84.419			
15	.502	2.009	86.428			
16	.472	1.886	88.314			
17	.449	1.795	90.109			
18	.397	1.586	91.695			
19	.369	1.476	93.172			
20	.350	1.398	94.570			
21	.325	1.301	95.870			
22	.314	1.255	97.125			
23	.266	1.066	98.191			
24	.234	.938	99.129			
25	.218	.871	100.000			





Table -20 shows the total variance explained by the variables/factors. Initial eigen values above 1 is considered. Total five (05) factors extracted and their cumulative percentage is 60.547.

Table -21

Factors of employer branding attractiveness between bank employees and business graduates

Interest Value	Bank Employees	Business Graduates	Social Value	Bank Employees	Business Graduates	Economic Value	Bank Employees	Business Graduates	Development Value	Bank Employees	Business Graduates	Application Value	Bank Employees	Business Graduates
IV1	.713	.672	SV1	.767	.644	EV1	.593	.728	DV1	.583	.584	AV1	.574	.562
IV2	.672	.657	SV2	.755	.593	EV2	.604	.556	DV2	.612	.625	AV2	.531	.471
IV3	.619	.662	SV3	.638	.718	EV3	.315	.558	DV3	.543	.658	AV3	.544	.533
IV4	.637	.566	SV4	.722	.670	EV4	.568	.642	DV4	.585	.659	AV4	.660	.491
IV5	.561	.521	SV5	.651	.642	EV5	.426	.614	DV5	.587	.531	AV5	.645	.582

In Table -21, shows the comparison of different employer branding attractiveness value offered by the bank as an employer and experienced by the bank employees and perceived by the business graduates. The values above 0.6 were considered important. Interest values experience by the bank employees were IV1-IV4 and perceived by the graduate as potential employees' were IV1-IV3. IV4 factor was 'the organization both values and makes use of your creativity' was based on some experience so the difference found. Social values experience by the bank employees were SV1-SV5 and perceived by the graduate as potential employees' were SV1, SV3-SV4, SV5 considered attractive except SV2 (i.e. good relationship with supervisor). Economic values experience by the bank employees were EV2 (i.e. above average salary) and perceived by the graduate as potential employees' were EV1, EV4, EV5 (i.e. overall good compensation package, promotion and experience). Development values experience by the bank employees were DV2 (i.e. feeling good by working with the bank) and perceived by the graduate as potential employees' were DV1, DV2, DV3. Application values experience by the bank employees were AV4, AV5 and no factor was recorded above 0.6 on application factor as perceived by the graduate as potential employees.



## Hypothesis Testing

Table -22

### Paired Samples Statistics

Paired Samples Statistics					
		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Interest Value Bank	3.5178	202	.87154	.06132
	Interest Value University	3.4535	202	.75199	.05291
Pair 2	Social Value Bank	3.7574	202	.75519	.05314
	Social Value University	3.6911	202	.84713	.05960
Pair 3	Economic Value Bank	3.5158	202	.74637	.05251
	Economic Value University	3.4020	202	.82184	.05782
Pair 4	Development Value Bank	3.5564	202	.79054	.05562
	Development Value University	3.5416	202	.84002	.05910
Pair 5	Application Value Bank	3.5485	202	.85862	.06041
	Application Value University	3.5931	202	.77815	.05475

Table -23

### Paired Samples Test

Paired Samples Test					
		Paired Differences	t	df	Sig. (2-tailed)
		95% Confidence Interval of the Difference			
		Upper			
Pair 1	Interest Value Bank				
	Interest Value University	.21246	.857	201	.393
Pair 2	Social Value Bank				
	Social Value University	.21507	.879	201	.380



Pair 3	Economic Value Bank	.26982	1.440	201	.152
	Economic Value University				
Pair 4	Development Value Bank	.17414	.184	201	.854
	Development Value University				
Pair 5	Application Value Bank	.10566	-.585	201	.559
	Application Value University				

### **H1: There is significant difference between bank employees (Insider) and Business graduates (Outsider) view of employer branding attractiveness**

The paired t test was conducted to find the difference between bank employees (Insider) and Business graduates (Outsider) view of employer branding attractiveness dimensions (Interest Value, Social Value, Economic Value, Development Value, Application Value). Based on the analysis from table-22 and 23, it is concluded that there is no significant difference between inside and outside of employer branding attractiveness between bank employees and business graduates as the  $p > .05$  suggests. There was no significant difference between bank employees (Insider) and Business graduates (Outsider) view of employer branding attractiveness dimensions of Interest Value. The score for bank employees was ( $M = 3.51$ ,  $SD = .871$ ) and business graduates ( $M = 3.45$ ,  $SD = .751$ ),  $t(201) = .857$ ,  $p = .393$ ". There was no significant difference between bank employees (Insider) and Business graduates (Outsider) view of employer branding attractiveness dimensions of Social Value. The score for bank employees was ( $M = 3.75$ ,  $SD = .755$ ) and business graduates ( $M = 3.69$ ,  $SD = .847$ ),  $t(201) = .879$ ,  $p = .380$ ". There was no significant difference between bank employees (Insider) and Business graduates (Outsider) view of employer branding attractiveness dimensions of Economic Value. The score for bank employees was ( $M = 3.51$ ,  $SD = .746$ ) and business graduates ( $M = 3.40$ ,  $SD = .821$ ),  $t(201) = .269$ ,  $p = .152$ ". There was no significant difference between bank employees (Insider) and Business graduates (Outsider) view of employer branding attractiveness dimensions of Development Value. The score for bank employees was ( $M = 3.55$ ,  $SD = .790$ ) and business graduates ( $M = 3.54$ ,  $SD = .840$ ),  $t(201) = .184$ ,  $p = .854$ ". There was no significant difference between bank employees (Insider) and Business graduates (Outsider) view of employer branding attractiveness dimensions of Application Value. The score for bank employees was ( $M = 3.54$ ,  $SD = .858$ ) and business graduates ( $M = 3.59$ ,  $SD = .778$ ),  $t(201) = .105$ ,  $p = .559$ ".

## **Conclusion and Discussion**

### **Discussions**

This study followed the employer brand dimensions developed by Berthon et al. (2005) were different for the point of attraction from bank employees and business graduates based on factor analysis. Similarly, the study conducted by Mohammad, S. F. et. al. (2018) in Malaysian hotel industry support that the insider view is not appropriately gauged by the scale developed by the



Berthon et al. (2005). The sample selected by the Berthon et al. (2005) was undergraduate students as potential applicants, whereas the current employees who have experience and have more realistic approaches towards the employer branding dimensions.

The factors selected by the current employees were social, interest, salary in economic values, development values and application values. The least was for economic values, which shows bank does not offer overall good economic values to its employees. The results from the study by Reis, G. G (2017) shows that the social Value, interest Value, and application Value significant for professionals. Ergun, H. S., Tatar, B. (2018) study revealed that social and economic value important for bank employees. The factors selected by the business graduates were interest, social, economic and development values. They could not relate the application factor being outsider. Jayasinghe, S. R. M. (2017) study revealed that development, economic and social dimensions important for students. While economic value was expected to be a top priority, results suggest that social value and interest value hold greater importance. This is consistent with global findings where younger professionals seek workplace culture and innovation (Bellou et al., 2015). The study further reveals that digital employer branding plays a growing role in shaping perceptions, an area that requires further exploration.

The difference between bank employees (Insider) and Business graduates (Outsider) view of employer branding attractiveness dimensions (Interest Value, Social Value, Economic Value, Development Value, Application Value) was tested. Based on the results, it is concluded that there is no significant difference between inside and outside of employer branding attractiveness between bank employees and business graduates. The possible reason for no significant difference between two group could be that the final year MBA was mix group of employee and unemployed. Although, the data was collected from students who are not working in banks but aware of the working conditions (i.e. salary, career growth etc.) through their fellows who are working in banks. Hence the reflection of such information could make up their mind while responding.

### **Implications**

**Economic Impact of Employer Branding:** Stronger employer branding reduces recruitment costs and turnover while enhancing productivity (Agrawal, 2009). Banks should invest in employer branding strategies that balance financial incentives with cultural and developmental aspects to remain competitive.

### **Policy Recommendations**

**For Businesses:** Develop integrated employer branding strategies, including digital branding and employee engagement programs.

**For Universities:** Offer career counseling that provides realistic employer branding expectations.



For Government Bodies: Implement employer branding awareness programs to support workforce development.

### **Conclusion**

This study bridges employer branding theory with real-world application, emphasizing differences in employer attractiveness perceptions among bank employees and business graduates. By integrating psychological contract and digital branding perspectives, the research provides actionable insights for HR professionals. The study highlights difference between bank employees (Insider) and Business graduates (Outsider) view of employer branding attractiveness dimensions (Interest Value, Social Value, Economic Value, Development Value, Application Value). The factors selected by the current employees were social, interest, salary in economic values, development values and application values. The least was for economic values, which shows bank does not offer overall good economic values to its employees. The factors selected by the business graduates were interest, social, economic and development values. They could not relate the application factor being considered.

Based on the study results it is recommended for the employers that they should consider the economic values overall besides salary for the bank employees. Job security and promotion chances should be address to enhance its employer branding attractiveness for employees as they reflect the inside view of organization to attract the outsiders. Recognition and appreciation should be providing when necessary on spot through verbal appreciation and bonus or rewards to motivate employee to improve employer branding attractiveness among insiders to make job more dynamic and challenging to enhance the valuable career-enhancing experiences. The bank employees confer that they could not get the opportunity to utilize their learning to teach other. They bank should allocate time for their experienced worker to share their knowledge inside the organization. Moreover, Employee-student interaction should be arranged through on campus lecture, where employees have a chance to lecture in different university where graduates could get the inside knowledge from experienced bank employees. They students should be indulge with the bank through internship, where they could get the information about the inside working environment of the bank. It will worth for the new graduates to set their career path with the bank as an employer.

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