

The Role of Employer Branding on Employee Attraction. A Survey of Selected Organizations in Rwanda(Mtn,Rdb & Bk)

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Abstract: This study sought to examine the role of employer branding in Rwandan labour market. The specific objectives of this study were to determine the relationship between career development programmes and employee attraction, examine how companies use remuneration packages to attract high quality employee, analyze the contribution of employee work environment and job description on employee attraction, and establish the relationship between employer's organizational culture and employee attraction. The specific objectives of the study were used descriptive method on a survey of selected area to collect the data. This design was selected because the researcher intended to collect the data without changing or manipulating the environment. Quantitative methods of data collection were employed in order to obtain the data related to quality and information which included views, opinions, feelings, perceptions, intentions of different people. The study targeted all the employees working in the selected cases of study. These areas of study included Rwanda Development Board (RDB), MTN Rwanda and bank of Kigali. The choice for selecting the three organizations was because the majority of people in Rwanda would wish to be employed there because they consider them to have better brand than the rest of the organizations in Rwanda. This study was conducted in their head offices in Kigali city. In probability sampling, stratified sampling was applied whereby the department of the organizations was used to collect the data from the employees. This facilitated the researcher to collect information in the institutions in a holistic manner. Thereafter, simple random sampling was used to select the study participants. In non-probability, the researcher used purposive sampling technique. The study collected information from 69 respondents. The researcher only took sample from those units of the population that seemed vital to her area of study. Primary data was collected using interviews and questionnaires. Qualitative data analysis was done using narratives whereas quantitative data used frequencies and percentages descriptive statistics was also used to summarize quantitative data. The researcher used tables, frequency distribution and percentages. The findings show that MTN, Bank of Kigali and Rwanda Development Board have young, learned and experienced workforce which is dedicated to their work and are very proud to be part of the institution. Majority of the employees are attracted to the three companies because of the opportunities they offer for career development and for their employees to advance in their education not to mention their high and attractive remuneration package. The results also revealed that the respondents are in strong agreement that there is an attractive culture in the three institutions and that organization structures and management skills contributed heavily to creating the current brand of their companies followed closely by corporate social responsibility, working environment, career development training and remuneration. Bank of Kigali, Rwanda Development Board and MTN still remain the companies with the highest valued brand and they are the dream working place of most people of Rwanda.

Keywords: Employer Branding, Employee attraction, Career development, Enumeration package, Organizational culture.

1. INTRODUCTION

According to Lockwood (2007) many companies around the world focus on strategies of turnaround, diversification, expansion and internationalization, human resources and human capital performance have become increasingly important. Consequently, Human Resource (HR)'s role in effectively using the employer brand has tremendously expanded and grown in importance. A brief historical snapshot provides background about the increasing role of human resource management around the world and the employer brand as a strategic HR tool.

In developed countries, the HR profession began in the 1920s with concern for labor welfare in factories. However, in most of the African countries, this realization was witnessed after independence in early 1960s. It was not until 1980s when the HR profession evolved and expanded into three major areas—labor welfare, industrial relations and personnel administration. The profession further matured in the late 1980s and was more commonly known as human resource development (HRD). With the liberalization of economies in 1990s and subsequent economic reforms in Africa, the importance of the HR function dramatically increased. By late 1990s, the focus was on HRD as a key tool for business survival, and the HRD scorecard became a method to measure effective people development activities (Alexandria, 2009).

Recently, with the arrival of many multinational corporations (MNCs) especially in Sub-Saharan Africa, there has been an increase in progressive HR practices as well as an expansion of different types of HR terminologies, such as human resource management (HRM). In the past 10 years or so, the human resource profession in East Africa Community –now that they have a joint relationship- has become increasingly sophisticated. It continues to evolve, using individuals' country human resource management practices combined with best practices from the West that fit the needs of the organization. Globalization has led to a blending of work cultures. This ushers in the need for developing a company brand which attracts talents and quality workfare (Security for Human Resource Management 2010).

Employer branding has gained a lot of significance in the recent past due to competitiveness in the market and the struggle to reach or remain at the top of the market. Companies have been seeking ways which they can use in order to be recognized in the market. While Rogan (2003) believes that a brand is a recognizable product, service, person or place portrayed in such a manner that the users feel or see it as a satisfaction to their needs. Similarly, Murphy (1998) agrees that brand can be anything that is used to differentiate a product from that of its competitors.

Most employer branding research has focused on the possible relationship between various employer brand concepts and talent attraction and retention, with limited attempts to build a coherent employer brand model that can successfully predict talent attraction and retention.

Although there are several studies which have been done in Europe, South America, North America, Asia and even Africa but still there is a need to domesticate the research to our individual countries in building our own based studies. For instance, in Rwanda, there few companies which have actually learnt the usefulness of employer branding and indeed they are doing very well in the market. The rest larger proportion of companies and institution still need to be supplied with evidence and practicalities so that they may also improve their brand.

In an era where skills and knowledge of employees are amongst the main competitive enablers, organizations cannot ignore the significance of attracting and retaining talented people (Hallén, 2007; Minchington, 2010; Mohaptra, 2005; Prinsloo, 2008).

Studies have reiterated the need of conducting this study because the new economy has been characterized by a volatile talent demand and supply equation set against unpredictable attrition trends and boundless aggressive competition, and organizations have never had a tougher time in finding, managing and nurturing talent (Cheese et al., 2007; Mohaptra, 2005).

Rwanda being the fastest growing economy in Africa (World Bank, 2014), there are many companies and institutions seeking for opportunities to flex their superiority in the market driven demands. It is noticeable that many foreign institutions are entering the Rwandan market. Similarly, there are new entry of telecommunication companies, learning institutions and many more which has resulted into a fierce market competition.

Several companies have managed to build their corporate image by identifying their brand such that anyone who seeks for employment prioritizes their interests of securing a chance to be employed in these companies. Additionally, other employees working in different companies also keep an eye on any opportunity which arises because of the brand. This

implies that many companies in Rwanda do not have good brand. This study is necessary as it will enable us come up with empirical evidence of the situation of employer branding and employee attraction in Rwanda.

1.1 Statement of the Problem:

A study conducted by Armstrong (2006) found that, the aim of employer branding is to become an 'employer of choice', a place where people prefer to work. The factors that contribute to being an employer of choice are the provision of a reasonable degree of security; enhanced future employability because of the reputation of the organization as one that employs and develops high quality people, as well as the learning opportunities it provides; employment conditions that satisfy work- life balance needs; a reward system that recognizes and values contributions and provides competitive pay and benefits; interesting and rewarding work; and opportunities for learning, development and career progression.

According to Unearth and Mosley (2011), employer branding is the utilization of branding in the field of HRM to recruit and retain required group of employees in a company. In this study the term "HRM" is limited to including solely recruitment and retaining. The study aims to examine the questions of how and why employer branding is implemented in an organization and what role such implementation plays in HRM, and specifically in the recruitment and retaining processes, of the organization.

Most startup companies in Rwanda record a high employee turnover because employees constantly seek for opportunities whereby their interests are addressed by the employer. This is one of the challenges which affect the companies particularly in the attraction and retention of talented employees, due to the shortage of individuals with competences. Employer branding is a relatively new concept that can function as an instrument for firms to position themselves as an employer, in order to attract and retain qualified employees.

It is evident that many people in Rwanda are looking for an opportunity to work in some of the few specific companies which have tried to develop their brand like MTN Rwanda, Bank of Kigali and Rwanda Development Board. Although employer branding is relatively an old concept, very few studies have developed into establishing its relationship with employee attraction. It is also not evident as to whether those who attempt to build their brand will attract the most talented employees or not. There are very few organizations in Rwanda which have managed to build their brand. The question is, why many companies in Rwanda neglect such essential requirement practice for organizational growth? Organizations are losing out by not developing or maintaining their employer brand. Therefore, the aim of this study is to examine the role of employer branding on employee attraction in Rwandan market.

1.2 General Objective:

The general objective of this study was to examine the role of employer branding on employee attraction in Rwandan labor market.

1.3 Specific objectives:

- i. To determine the relationship between career development programmes and employee attraction
- ii. To examine how companies use remuneration packages to attract high quality employee
- iii. To examine the relationship between employment job description and employee attraction
- iv. To establish the relationship between employer's organizational culture and employee attraction.

1.4 Research Questions:

The study was guided by the following research questions:

- i. How does career development programmes affect employee attraction in an organization?
- ii. In what way does a company use remuneration packages to attract high quality employee?
- v. What is the relationship between employment job description and employee attraction?
- vi. What is the relationship between employer's organizational culture and employee attraction?

1.5 Limitation of the study:

The study findings cannot be generalized to all the companies in Rwanda as three companies are not representative enough. Financial problem: This presented another problem where the researcher was not able to meet all costs incurred

while doing this research. The expenses included transport costs, typing and printing costs and communication costs. It is understood that research is a cost and time intensive exercise.

However, there was a challenge in meeting all the respondents during the data collection exercise due to busy schedule they had at work. The researcher had to wait for hours to collect the data. However, this exercise was conducted in three days such that each day was allocated to collect the data from one institution holistically.

To overcome all the above limitations, the researcher didselect a good methodology which enabled her to effective saving in terms of cost and time and that was the reason why the data collection was done in the various companies' headquarters in Kigali city. The researcher was also able touse different data and information collection techniques to reduce the chances of data withhold, and stuck to the timetable so as to use a short time to carry out the research.

2. LITERATURE REVIEW

2.1 Theoretical review:

There are a number of theories that impact on attraction and image. First, the underlying theoretical perspective of employer branding appears to be informed by human capital theory and the resource-based view of the firm. It appears that attracting skilled people (human resources) is equally as important as acquiring the equipment or technological resources that are required to build competitive advantage (Backhaus and Tikoo 2004). Attracting and retaining the right group of people with the required skills mix is thus a combination of the branding proposition and a range of recruitment, selection and performance management strategies.

The definitions of employer branding have developed since it was first coined and serve as the most evident proof of the concept evolution.

The initial definition offered by Ambler & Barrow (1996) was primarily based on the traditional branding practice and proposed that employer branding is the package of functional, economic and psychological benefits provided by employment, and identified with the employing company (Barrow & Mosley, 2005). Other prominent scholars within the field build on this definition by characterizing employer branding as the process of building an identifiable and unique employer identity, and employer brand as a concept of the firm that differentiates it from its competitors (Backhaus & Tikoo, 2004). Further, Sullivan (2004) added a more strategic aspect in his definition by arguing that employer branding is a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees and related stakeholders with regards to a particular firm.

2.1.1 Employer branding theories:

Another concept is that the employer and employee brand constitute a psychological contract between the company and employees (Foster et al. 2010). Potential employees compare the perceived functional, economic and psychological benefits stated or implied in the brand promise with their own needs to ascertain whether they 'fit' with the organization (Foster et al. 2010). If an employer fails to deliver their employer brand promise, evaluation of the organization will be negatively affected when recent recruits assess their employment decision and may result in increased turnover for the organization (Schein 1996; Backhaus and Takeo 2004). Therefore, organizations must provide accurate brand messages about their work culture, values and identity in order to form a realistic preview of the psychological contract on offer (Foster et al. 2010). The increasing amount of precarious employment, in the forms of contracts and casual work, offers opportunities for employer branding. Brand promises of opportunities to enhance marketable skills through training and development and having a prestigious company on one's curriculum vitae might be exchanged in a psychological contract for employees' effort and flexibility (Baruch 2004).

2.1.2 Employee attraction theory:

Potential recruits evaluate the information that they receive in order to develop a multifaceted image of employers (Keller 1993). When seeking and making employment decisions potential employees evaluate features of an employer's image that can be categorized as functional or instrumental, experiential or symbolic (Keller 1993). Potential recruits form an opinion about the attractiveness of the employer through evaluating the value of these features to form an opinion about the attractiveness of the employer. This represents the value of the employer brand to the potential recruit.

Functional or instrumental brand benefits describe an employer's brand with respect to the objective, physical and tangible attributes that an employer may or may not offer employees. From a recruitment perspective, these represent basic motivations such as remuneration, compensation and benefits, training and development, promotion opportunities, and job security (Cable and Graham 2000; Lievens et al. 2005).

2.2 Empirical review:

2.2.1 Employer branding strategy:

According to Backhaus & Tikoo, (2004) employer branding is regarded as being part of the corporate branding umbrella along with product branding. However, they argued that there are two main differences which distinguish the corporate branding and employer branding. First, the employer brand specifically relates to the employment experience in establishing the organizations identity as an employer. Secondly, employer branding is more complex in regards to consumers, as it is directed at both internal and external audiences, where the corporate and product branding primarily focus on external audiences.

Most of the organizations which have succeeded in building employer branding have done so by using different strategies. Peyron (2013) argues that today's young generation is influenced by more factors other than salary. They value career development rather than materialistic awards and therefore employees seek to find a job in a place where they can improve their careers.

Copenhagen Business School (2009) supports the view that employees look for functional, psychological and economic benefits of working in an organization. An employee associates psychological, economic and functional benefit based on the employer brand and therefore affects their decisions in job applications.

According to Krishnan, (2014) they argued that a strong employer brand is the consistency between internal employer brand and external employer brand. This implies that an employer needs to have a good strategy to maintain good quality of employees in the organizations as well as have good methods of attracting other employees in the market. According to CIPD (2014) a strong employer brand links its people's strategy, HR policies and organizations values to the company brand.

2.2.2 Contributions of employer branding on the quality of it human resource:

2.2.2.1 Job Satisfaction:

Employer branding contributes to the productivity of the employer as well as the employee. However, for employers' productivity to occur, employee needs to be productive. Mbah & Ikemefuna (2012) for instance stated that employee turnover reduces the productivity of the company. They asserted that employees decision to stay in an organization depend on the level of satisfaction he/she gets from the job. According to Beach, (1990), job satisfaction refers to a situation when employees are able to meet their needs.

2.2.2.2 Employees become motivated to work:

Employer branding contributes to the motivation of the employees in the sense that they are associated to a company which has good brand and good corporate image. Olusegun (2012) identified the influence of motivation on the behavior and performance of workforce to achieve competitive advantage. According to Lufthansa (1998), motivation is the process by which people are aroused, energized, directed to perform the desired task. It stimulated employees to perform their jobs which can make them more satisfied and committed to their jobs.

Vnouckova & Klupakova (2013) asserted that motivation principles can lead to the reduction in employee turnover and disaffection to the organization. Sandhya and Kaman (2011) identified the role of motivation in employee retention and suggests that employees can be motivated through employee reward system, performance bonus and rewards, open communication, recreation facilities etc.

Maslow's hierarchy of needs theory explains the needs driving the human motivation in five levels. The five levels of human needs starts with the basic needs and with the achievement of each need they seek to meet successively higher needs in the form of a pyramid (Maslow, 1943). Motivation comes with the fulfillment of intrinsic factors which includes the personal goals and needs of employees (Olusegun, 2012).

2.2.3 Factors which may affect employer branding strategy:

However, Ewing et al, (2002) emphasize the usefulness of employer branding in an increasingly knowledge-based economy where skilled employees are often in short supply. The more the number of highly qualified job seekers, the more the chances of an employer has to pick the best employees for the company. However, countries with less number of qualified employees affect employees branding. This study is relevant to Rwandan context because as the country aims to become an economic focal point and a middle income economy by 2020, there is a need to strengthen the education system to produce high quality level of employees. Additionally, there is also a need to develop the private sector in Rwanda which will speed up the growth of the economy. As many may notice, Rwanda has not succeeded in growing their private sector.

There are other factors which may affect the branding strategy. Lack of proper management in the organization can also affect the performance of the employees. This will hinder the process of developing proper branding strategies. Additionally, low-paying, low status work provides little or no chance of progression.

Another factor is the poor workplace particularly the nature of work which may not be appealing to employees. The internal marketing concept argues that the organization's personnel are the first market of any company, the rationale being that employees are internal customers and jobs are internal products (Berthon, Ewing, and Hah, 2005). Job products must attract, develop and motivate employees, thereby satisfying the needs and wants of these internal customers, while addressing the overall objectives of the organization (Kimpakorn, and Dimmitt, 2007) and contribute to employee retention (Ambler and Barrow, 1996).

2.2.4 Improving employer branding in order to attract the required employees:

2.2.4.1 Initiate people strategy:

Employer branding relates to the application of branding principles to human resource management and successful employer branding is defined as an employer's targeted people management strategy to deliver on the employer brand promise (Backhaus & Tikoo, 2004).

Punjaisri and Wilson (2007) observed a significant need for the coordination of marketing and HR practices within an organization to establish and reinforce the alignment of employees' behaviors with the brand values. These practices include recruitment and induction, communication, and training. Findings by Hodes (2006) validated the importance of building the employer brand from the inside out to ensure delivery on the employer brand promise and that the delivery on the employer brand promise is embedded in all HR activity, strategy and outputs. These findings of

Kgobe (2010) found employer branding practices close gaps between what employees expect and what the organization delivers. Studies by Schumann (2006) confirmed prospective employees are attracted to employer brands they associate with, and expect the company to deliver on the anticipated employer brand promise, or on the 'what's in it for me' (i.e. what is in it for the employee). Schumann (2006) concludes that the employer brand must be articulated in an organization's actions and values which are embedded in people management practices driven from the inside out.

According to the study of Boyd and Sutherland (2005) it confirmed that the importance of a people strategy with clearly articulated people management practices that will obtain employees' commitment to living the employer brand and delivering on the employer brand promise.

Research findings by Minchington (2010) and Sutherland and Karg (2002) verified the importance of considering both the employer brand employee platform, as well as the employer brand strategic platform when implementing employer of choice people management (employer branding) practices. These studies confirmed that a culture of career growth and innovation, challenging work, pay for performance, and a values driven organization are attributes which knowledge workers view as important when looking for the ideal employer.

2.2.4.2 Career development programmer:

One perspective that is useful when gauging the factors that attract young people to certain employment and industries relates to the concept of career anchors. Schein (1996) defined a person's career anchor as the self-image of one's ability, talent, basic values and career motives and needs. Schein's (1996) career anchor model revolves around eight categories reflecting basic values, motives and needs, namely: autonomy/independence, security/stability, technical/functional competence, and managerial competence, and entrepreneurial creativity, service/dedication to a cause, pure challenge and lifestyle.

According to McDonald and Hite (2005) employee focus on obtaining transferable skills rather than developing skills specific to any one organization, replacing loyalty to one's organization with a broader professional commitment to create a more portable network of skills and knowledge, and a greater interest in work-life balance rather than high salaries and status. These are basically the strategies for improving the career of an employee.

Career anchors develop as a person gains life and professional work experience (Schein 1996) and serve as a stabilizing force—an 'anchor' once an individual's self-image has been established and which then influences an individual's career decisions. Whilst Schein (1996) notes that for most individuals the needs underlying different anchors are likely to be met by several careers, the model is useful in allowing potential recruits some awareness of their values, interests, employment aspirations and areas of competence. The model also assists individuals in identifying which career or occupation might satisfy their personal characteristics and needs (Chang et al. 2007).

2.3 Conceptual framework:

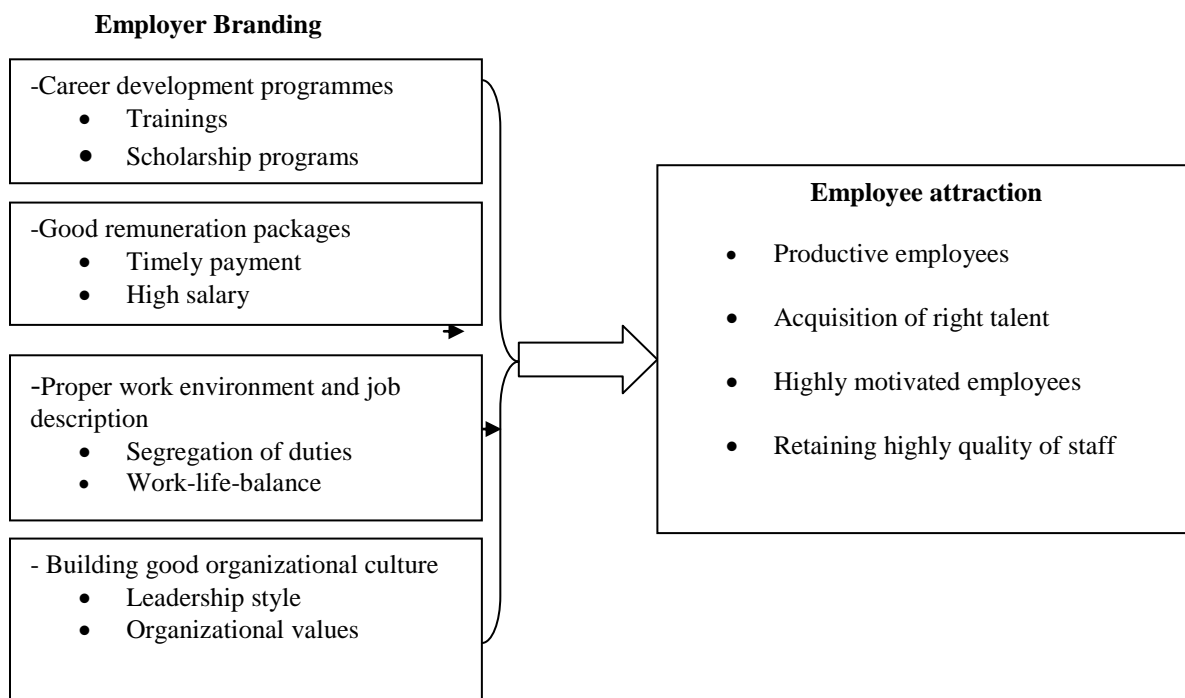


Figure.1: Conceptual framework

Source: Researcher

This study asserts that matching employee’s expectations, developing programs aimed at boosting the career of an employee, providing good remuneration packages, developing a proper work environment and job description, building good organization culture and constant motivated employees is a good strategy which needs to be undertaken by an employer in order to create a good brand. This in turn leads to the acquisition of right talent and also retaining high quality staff in the organization.

2.4 Research gap:

Employees today are choosing to work for reputable organizations. They consider employers who value their employees and treat them fairly. The employee is judicious about the company's employee experience policies and inquires hard about the reality of this experience. Important to an employee is the organization’s employee/employer relationship. Important to the employer, however, is the length of time it takes before the new employee is returning the opportunity and performance value back to the business. For some jobs, it can take months to return value, and for those employees who turnover within one year, the employer value yield for opportunity and performance is very small, possibly in deficit. So making sure that your employer brand is attracting and retaining the right employees who will perform, commit and remain loyal is cost effective to your business. There is the need for employers to measure, analyze and position their employer brand to the job market where they will attract the right people with the right skills in the shortest period of time. This creates a research gap which the researcher would seek to address by conducting this study on the role of employer branding on employee attraction in Rwandan labor market.

3. RESEARCH METHODOLOGY

3.1 Research Design:

The study used a descriptive research design to collect the data. This design was used because the researcher intended to collect the data without changing or manipulating the environment. Qualitative methods were applied in order to obtain the data related to quality and information which included views, opinions, feelings, perceptions, and intentions of different people. Quantitative method was used to collect the data based on the measurement of quantity or amount, applicable to phenomena that can be expressed in terms of quantity. This allowed the researcher to focus on variables that can be expressed mathematically and also enabled her to analyze and get exact information required.

The study targeted 228 employees working in the selected cases of study. These areas of study include Rwanda Development Board (RDB), MTN Rwanda and bank of Kigali. The choice for selecting the three organizations was because majority of people in Rwanda would wish to be employed there because they consider them to have better brand than the rest organizations in Rwanda and the study was conducted in their head offices.

3.2 Sample size:

According to Mugenda & Mugenda, (2003), a sample size of 30% of the entire targeted population is considered to be representative. In this study, the researcher used this assumption and therefore took 30% of 228 which is 69 respondents.

Table.1: Sample frame

Top and middle management	Target population at the head office	
RDB	102	30/100*102 = 31
MTN	56	30/100* 56 = 17
BK	70	30/100* 70 = 21
	228	69

(Source: Case study areas head quarters)

3.3 Sample design:

The researcher used probability sampling method to collect information from the employees in their respective departments. In probability sampling, stratified methods was used to group respondents according to their departments of work. Thereafter, simple random sampling was used to select the 69 participants.

3.4 Data collection Instruments:

A self-administered questionnaire was developed. After planning and setting of the questionnaire instrument, the researcher checked for the validity and reliability of the research instruments. Close ended questions were administered in order to facilitate the flow of information. The reason for choosing questionnaire over the rest was due to minimum cost and less time taken to obtain the required data.

3.5 Data analysis:

Both quantitative and qualitative data analysis techniques were applied. The descriptive statistics was used to summarize quantitative data. The researcher used tables, frequency distribution and percentages. Correlations were used for variables which had close associations such as branding strategies used by employer and employee motivation for example. A p-value was used to measure the level of significance between variables. A p-value of less than 0.05 was used to accept an alternate hypothesis. Coding was done to group data of the some line together while qualitative data which the researcher obtained was detailed information about the research problem and established pattern trends and relationships from the information which was gathered. Chi-square test was used to establish the relationship between the independent and the dependent variables. Each objective was measured using the same method.

4. DATA ANALYSIS AND DISCUSSIONS

4.1 Analysis of specific objectives:

Career Development Program and Employer Attractiveness:

The following data were obtained from the question which sort to know the perspectives of the employees on their employer when it comes to career development programs and attractiveness of their employer. The table 2 below, shows the study findings.

Table 2: Descriptive Statistics on Career Development Program and Employer Attractiveness (N=64)

	Mean	Std. Deviation
I like working in this company because there is room for career advancement	4.16	.821
We receive clear career paths advices	3.94	.814
In this company I able to transform and become a professional employee	4.08	.482
Working in this company enables me to advance my education	4.09	.462
I was lucky to have been chosen to this company because I can be able to develop my career	4.16	.479
I can't risk to work in other companies which have no career development programs	4.14	.531
Valid N (listwise)		

From the table above, it is evident that the majority of the employees from the three companies did strongly agree that there is room for career development and they receive advice for the same from their employer. They also did agree strongly that their institutions offer them best opportunity to advance their education and to transform into a professional employee. With all the above, the majority of the employees felt that they were lucky to be recruited by the named companies and they can't risk other companies which do not offer the same in their set ups.

4.2 Tactics used by employers to create a brand:

With the aim of establishing what attracts employees to these three top companies in Rwanda, researcher asked the respondents to mention what tactic they think their employer used to create the current their brand. The table 3 below, shows the results of the respondents.

Table 3: Descriptive statistics showing the Tactics used by employers to create a brand (N=64)

	Mean	Std. Deviation
Remuneration-pay	4.16	.366
Career development-training	4.16	.366
Working environment/organization culture	4.16	.366
Corporate social responsibility	4.16	.366
Management skills	4.25	.436
Organization structures	4.25	.436
Valid N (listwise)		

With the mean and standard deviation that ranges between 4.16 to 4.25 and 0.36 to 0.436 respectively, the findings reveals that higher number of the employees interviewed agreed strongly that organization structures and management skills highly contributed to creating the current brand of the their companies followed closely by corporate social responsibility, working environment, career development training and remuneration.

4.3 How Companies Use Remuneration Packages To Attract High Quality Employees:

Remuneration packages that a company offers to its employees affect the company’s recruitment rate and quality, retention rate and employee satisfaction. A better remuneration package attracts top talents as job candidates. When a company recruits and retain top performing employees, it can be assured of its success and good brand. In this question, the researcher intention was to find from the respondents their opinion on remuneration and how their employer uses it to attract top talents in the market. Table 4 reveals the outcome.

Table 4: Descriptive statistics showing the use of remunerating packages for employee attraction (N=64)

	Mean	Std. Deviation
Payments are made on time	4.25	.436
Salaries are higher compared with other companies	4.25	.436
We are able to get advance payment whenever we have pressing financial strain	4.16	.366
We earn dividend at the end of each year which helps us to save our money	4.13	.630
Whenever we get promoted the salaries are increased	4.14	.587
Valid N (listwise)		

From table 4, it is clear that the majority of the respondents agreed strongly that their payment are always made on time and that they are paid higher salaries compared with others and whenever they get promoted, their salaries are increased. Averagely most of them also admit that they do receive dividend at the end of the year and whenever they an emergency or pressing financial strain, their employer is always ready to bail them out. All these contribute heavily to the three companies’ good brand.

4.4 The Relationship between Employer Job Description and Employee Attraction:

With the aim of finding out the relationship between employer job description and employee attraction, the researcher asked the respondent from the three companies their opinion. Table 5 shows the results.

Table 5: Descriptive Statistics showing the relationship between employer job description and employee attraction (N=64)

	Mean	Std. Deviation
Each one of us is assigned with a specific task in our organization	4.19	.753
Each one of us have clear understanding on what we are suppose to do in our work place	4.19	.774
There is no duplication of work in our organization	4.37	.488
We are not shuffled to do different task other than the one we are assigned since the time we were employed	4.14	.889
When reporting to the employer for the first time we are being given specific job descriptions of what we are required to do.	4.27	.445
Valid N (listwise)		

From the findings in table 5 it is evident that the majority of the employees are strongly in agreement that each employee has a clear understanding of what he or she is supposed to do and they are assigned specific task in the institution to avoid job duplication. With the mean of 4.27 and 4.14 respectively, a larger number of employees do agree strongly that the company offers a good orientation to new recruits and that the employees are not shuffled to do different tasks other than the one they were assigned to at the time of employment.

Table 6: Correlation between employer job description and employee attraction

	Remuneration -pay	Career development -training	Working environment/organizatio n culture	Corporate social responsibilit y	Managemen t skills	Organizatio n structures
Each one of us is assigned with a specific task in our organization	Pearson Correlation .448** Sig. (2-tailed) .000	Pearson Correlation .462** Sig. (2-tailed) .000	Pearson Correlation .468** Sig. (2-tailed) .000	Pearson Correlation .398** Sig. (2-tailed) .000	Pearson Correlation .531** Sig. (2-tailed) .000	Pearson Correlation .511** Sig. (2-tailed) .000
Each one of us have clear understanding on what we are supposed to do in our work place	Pearson Correlation .435** Sig. (2-tailed) .000	Pearson Correlation .456** Sig. (2-tailed) .000	Pearson Correlation .452** Sig. (2-tailed) .000	Pearson Correlation .455** Sig. (2-tailed) .000	Pearson Correlation .513** Sig. (2-tailed) .000	Pearson Correlation .517** Sig. (2-tailed) .000
There is no duplication ofn work in our organization	Pearson Correlation .536** Sig. (2-tailed) .000	Pearson Correlation .556** Sig. (2-tailed) .000	Pearson Correlation .566** Sig. (2-tailed) .000	Pearson Correlation .526** Sig. (2-tailed) .000	Pearson Correlation .595** Sig. (2-tailed) .000	Pearson Correlation .596** Sig. (2-tailed) .000
We are not shuffled to do different task other than the one we are assigned since the time we were employed	Pearson Correlation .410** Sig. (2-tailed) .001	Pearson Correlation .425** Sig. (2-tailed) .001	Pearson Correlation .421** Sig. (2-tailed) .001	Pearson Correlation .430** Sig. (2-tailed) .001	Pearson Correlation .426** Sig. (2-tailed) .000	Pearson Correlation .481** Sig. (2-tailed) .000
When reporting to the employer for the first time we are being given specific job descriptions of what we are required to do.	Pearson Correlation .736** Sig. (2-tailed) .000	Pearson Correlation .719** Sig. (2-tailed) .000	Pearson Correlation .726** Sig. (2-tailed) .000	Pearson Correlation .716** Sig. (2-tailed) .000	Pearson Correlation .478** Sig. (2-tailed) .000	Pearson Correlation .470** Sig. (2-tailed) .000

The study shows that there is a statistical significant correlation between employer job description and employee attraction because the p-values of the above correlated variables are less than 0.05 and their chi-square values contains (**) which means that there is significant and as a strong value.

4.5 Relationship between Employer’s Organizational Culture and Employee Attraction:

Culture is so important and its impact goes far beyond talent and influence on organization goals. Culture also has significant impact on a company’s ability to generate returns on investment and that makes it a strongest asset or the biggest liability to the company. In this question, the researcher sort to find out the opinion of the employees on their companies’ culture. Table 6 shows the study findings.

Table 7: Descriptive Statistics showing the relationship between employer’s organizational culture and employee attraction (N=64)

	Mean	Std. Deviation
Our employer has ensured that our future is secured	1.61	1.292
Companies which pay good salaries attracts huge number of employees hence giving an employer a chance to select the best	1.39	.492
Our employer ensures that we continue to pursue our career development programs	1.14	.350
Our organization has always maintained a good reputation in the society	1.52	.504
Our organization has always maintained a good corporate image	1.44	.500
This is a fun place to work	1.58	.498
We are result oriented	1.62	.655
Everyone here cares about each other	1.61	.581
This is a great place to learn and grow	1.55	.615
Valid N (listwise)		

With an average mean of between 1.14 and 1.61 and standard deviation within a range of 0.350 to 1.292, it is evident that the majority of the employees from Bank of Kigali, Rwanda Development Board and MTN totally agree and support the existing culture of their employer. This is a clear indication that the three studied institutions have the best brand in Rwanda and that is why the majority of people have expressed and continues to express their desire to work in one of the companies.

4.6 Branding Methods in Rwanda:

Despite the existence of several methods that a company can use to improve its brand in the market, each context and market require a different approach to get good results. With this question, the researcher intended to get from the respondents the methods they think can work best in Rwanda context and market. Table 7 reveals the outcome.

Table 8: Descriptive Statistics showing employer branding methods commonly used in Rwanda (N=64)

	Mean	Std. Deviation
Sustainable human resource management	1.53	.563
Using clear messages in recruiting by providing clear job description	1.52	.666
Nurturing the company culture	1.66	.597
Creating strong employer branding strategy	1.48	.563
Valid N (listwise)		

From the table, most of the employees either totally agree or agree with the suggested methods of company branding. Majority of the respondents are in agreement that creating a strong employer branding strategy will yield more results followed by implementing and sustaining an employer branding campaign, use of clear messages in recruiting by providing clear job description, sustainable human resource management and lastly nurturing the company culture respectively.

Table 9: Correlation between organizational culture and employee attraction

		Remuneration -pay	Career development -training	Working environment/organizatio n culture	Corporate social responsibilit y	Managemen t skills	Organizatio n structures
Our employer has ensured that our future is secured	Pearson Correlation Sig. (2-tailed)	.021	.064	.358**	.103	.055	.121
Companies which pay good salaries attracts huge number of employees hence giving an employer a chance to select the best	Pearson Correlation Sig. (2tailed)	.311*	.332**	.029	.432**	.013	.015
Our organization has always maintained a good reputation in the society	Pearson Correlation Sig. (2tailed)	.076	.046	.521**	.358**	.047	.049
Our organization has always maintained a good corporate image	Pearson Correlation Sig. (2-tailed)	.580**	.134	.364**	.618**	.023	.027
		.012	.007	.818	.000	.922	.906
		.549	.719	.000	.004	.711	.698
		.000	.292	.003	.000	.855	.831

There is a correlation between employee's confidence that has managed to ensure that the future of employees is secured and working environment/organization culture, corporate social responsibility and organization structures because the p-values of these variables are less than 0.05.

There is also a correlation between good salaries payment which attracts huge number of employees hence giving an employer a chance to select the best and employee perception on remuneration-pay, career development-training and corporate social responsibility because the p-values of these variables are also less than 0.05.

The study also shows that there is a correlation between organization ability to maintain good reputation in the society by building good working environment/organization culture and participating in corporate social responsibility. This is indicated by the p-values less than 0.05 in the table. There is also a correlation between the ability of the company to maintain a good corporate image by using remuneration, working environment/organization culture and corporate social responsibility.

Table 10: Correlation between employer branding and employee attraction

		Organization structures	Working environment/organization culture	Management skills
I like working in this company because there is room for career advancement	Pearson Correlation Sig. (2-tailed)	.335** .007		
We receive clear career paths advices	Pearson Correlation Sig. (2-tailed)		.245 .051	.316* .011
In this company I able to transform and become a professional employee	Pearson Correlation Sig. (2-tailed)			.316* .011
working in this company enables me to advance my education	Pearson Correlation Sig. (2-tailed)		.245 .051	.316* .011
I can't risk to work in other companies which have no career development programs	Pearson Correlation Sig. (2-tailed)		.245 .051	.316* .011

The study shows that there is a correlation between career advance advancement and organizational structure as shown by a Pearson correlation value of .335** significant at .007. There is also correlation between organizations which offers career paths advices and Working environment/organization culture indicated by a Pearson correlation .245 significant at .051 and also management skills with a Pearson correlation value of .316* significant at .011. It is also evident that there is a significant correlation between employee's preference to work in other companies which have no career development programs and their present organizational working environment/organization culture as indicated by a Pearson correlation of .245 and a p-value of .05. This implies that employees working in these organizations have a strong bonding with their current working environment. However, the organization management also correlates with employee attraction. This is indicated by a Pearson correlation of .316* which is significant at .051.

4.7 Conclusion:

The study has indicated that big corporate institutions in Rwanda are aware of employer branding and have aligned their strategies in a way that it is able to win the best shots of recruiting talented employees through best practice, employer brand, reward, recognition and benefits, which are all issues related to the attraction and retention of talented staff as cited by (Crous, 2007). It is therefore evident that employer branding is fast emerging a potential tool not only to communicate to the potential employees but also to the existing employees that the value proposition of the current employer supersedes their competitors.

As indicated by the major findings in this study, branding has become a major tool for organizations to attract quality employees in their organizations. It is essential to create work environments that make employees feel secure psychologically. Workplaces that offer opportunities for growth also make it easier for employers to attract and retain employee. It is important for modern organizations to be able to retain talents to enable them become efficient and effective. Work environment that is socially rich and psychologically empowering is also needed for organizations to be ahead of competition.

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

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of the Findings:

This section provides a summary of the results per objectives of the study.

5.1.1 Effects of career development programmes on employee attraction in an organization:

The study shows that there is a correlation between career advance advancement and organizational structure as shown by a Pearson correlation value of .335** significant at .007. The study reveals that in average majority of the respondents strongly agreed that they are happy and fulfilled working in an organization which allow career development while at work. From the descriptive statistics, it is evident that majority of the employees stated that they like working in their respective companies because there is room for career advancement, they receive clear career paths advices, they are also able to transform and become a professional employee and also the company members are able to advance themselves on matters to deal with education. Majority of them considers that they are really lucky to serve in their respective positions in the company because they are able to develop their careers. They stated that they can't risk working in other companies which have no career development programs

5.1.2 Effects of using company remuneration packages to attract high quality employee:

There is also a correlation between good salaries payment which attracts huge number of employees hence giving an employer a chance to select the best and employee perception on remuneration-pay, career development-training and corporate social responsibility because the p-values of these variables are also less than 0.05.

The study established that they are happy to work in their respective companies because they get payments on time, they get higher salaries as compared with other companies, are able to get advance payment whenever we have pressing financial strains, they earn dividend at the end of each year which helps us to save our money and also salary increment do not necessarily depend on promotion. This was evident when majority of the respondents who participated in the data collection exercise strongly agreed with these variables.

5.1.3 The Relationship between Employer Job Description and Employee Attraction and Company Branding Methods in Rwanda:

On the relationship between employer job description and employee attraction, the study outcome reveals that each employee has a clear understanding of what he or she is supposed to do and they are assigned specific task in the institution to avoid job duplication. The study shows that there is a statistical significant correlation between employer job description and employee attraction because the p-values of the above correlated variables are less than 0.05 which means that there is significant and as a strong value.

The study findings also show that the majority of the employees totally agree and support the existing culture of their institutions. And finally on branding methods, majority of the respondents are in agreement that creating a strong employer branding strategy will yield more results followed by implementing and sustaining an employer branding campaign, use of clear messages in recruiting by providing clear job description, sustainable human resource management and lastly nurturing the company culture respectively.

5.1.4 Relationship between Employer's Organizational Culture and Employee Attraction:

The study also shows that there is a correlation between organization ability to maintain good reputation in the society by building good working environment/organization culture and participating in corporate social responsibility. This is indicated by the p-values less than 0.05 in the table. There is also a correlation between the ability of the company to maintain a good corporate image by using remuneration, working environment/organization culture and corporate social responsibility.

The study also revealed that a higher number of employees were in agreement that organization structures and management skills contributed immensely in creating the current brand of their companies followed closely by corporate social responsibility, working environment, career development training and remuneration. When it comes to remuneration in the three institutions, majority of the workforce admitted that their payments are timely and that they receive a higher package compared to their counterparts from other organizations. They also receive dividends at the end of the year and there is salary increment to them whenever they are promoted.

5.2 Conclusion:

The study revealed that MTN, Bank of Kigali and Rwanda Development Board have young, learned and experienced workforce which is dedicated to their work and are very proud to be part of the institution. Majority of the employees are attracted to the three companies because of the opportunities they offer for career development and for their employees to advance in their education not to mention their high and attractive remuneration package.

From the results, it is clear that the majority of the respondents are in strong agreement that there is attractive culture in their various institutions. They also in a strong agreement that organization structures and management skills contributed heavily to creating the current brand of their companies followed closely by corporate social responsibility, working environment, career development training and remuneration.

In summary, it is very evident from the statistics that Bank of Kigali, Rwanda Development Board and MTN still remain the companies with the highest valued brand and it is a dream of most people Rwanda to work in either of the companies. The study established that there is enough evidence to show that the correlations are significant between employer job description and employee attraction, organizational culture and employee attraction and employer branding and employee attraction.

5.3 Recommendations:

The study recommends that Bank of Kigali, Rwanda Development Board and MTN should maintain their attractive institutional culture in order to retain their well-educated, young, energetic and experienced workforce that has contributed heavily to their being rated the best organizations in Rwanda to work in. There is also need for the above three companies to maintain if not to better their company brand and to take the advantage of their attractive institutional culture and brand to recruit the best employees of Rwanda.

5.4 Suggestions for further research:

From the study, it came out clearly that there are numerous factors that contribute to company branding and culture in Rwanda labor market. It is therefore suggested that further research can be done on these other factors and branding methods and tactics that can be not only applicable and practical in Rwanda context but also give positive outcome.

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