

**THE RELEVANCE OF EMPLOYER BRANDING IN ATTRACTING AND RETAINING  
EMPLOYEES IN NIGERIA'S BREWERY INDUSTRY**

*(A CASE STUDY OF NIGERIAN BREWERIES PLC, OTA BREWERY)*

Dissertation submitted in part fulfillment of the requirement for the Masters Degree in Business  
Management at Liverpool John Moores University

**OLUWASOLA ADEYEMI ILESANMI**

**(1773525)**

**MBA (BUSINESS MANAGEMENT)**

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## **DECLARATION**

I declare that all the work in this dissertation is entirely my own except for words in inverted commas and have been properly referenced from the original source. A full reference section is included with this dissertation.

No part of this work has been previously submitted for assessment in any form either at Dublin Business School or any other institution.

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## TABLE OF CONTENTS

ABSTRACT.....	viii
CHAPTER 1 .....	10
INTRODUCTION.....	1
1.1 Overview of brands and employer branding.....	1
1.2 Research Problem .....	6
1.3 Objectives of Research .....	7
1.4 Research Hypothesis.....	7
1.5 Research Questions .....	7
1.6 Limitations and Scope .....	7
1.7 Significance of study .....	7
1.8 Brief Company Profile: Nigerian Breweries Plc .....	8
CHAPTER 2 .....	9
LITERATURE REVIEW .....	9
2.1 Introduction.....	9
2.2 Understanding Employer Branding.....	10
2.2.1 Target group needs .....	15
2.2.3 People Strategy .....	16
2.2.4 Brand Consistency .....	17
2.3 Overview of Nigerian Brewery Industry .....	20
2.4 Employee Motivational Factors.....	23
2.4.1 Job Satisfaction .....	23
2.4.2 Job Motivation .....	24
2.4.3 Perceived Organisational Support .....	26
2.4.4 Remuneration.....	27
2.5 Summary.....	28
CHAPTER 3 .....	30

<b>RESEARCH METHODOLOGY .....</b>	<b>30</b>
<b>3.1 Introduction.....</b>	<b>30</b>
<b>3.1.1 What does Methodology mean?.....</b>	<b>31</b>
<b>3.2 Research Question .....</b>	<b>31</b>
<b>3.3 Research Hypothesis.....</b>	<b>31</b>
<b>3.4 Research Techniques .....</b>	<b>32</b>
<b>3.5 Structure of Research Method.....</b>	<b>32</b>
<b>3.6 Research Philosophy .....</b>	<b>34</b>
<b>3.6.1 Pragmatism.....</b>	<b>34</b>
<b>3.6.2 Positivism .....</b>	<b>34</b>
<b>3.6.3 Interpretivism.....</b>	<b>35</b>
<b>3.6.4 Realism.....</b>	<b>36</b>
<b>3.6.5 Subjectivism.....</b>	<b>36</b>
<b>3.6.6 Objectivism.....</b>	<b>36</b>
<b>3.7 Research Approach.....</b>	<b>37</b>
<b>3.7.1 Deductive Approach .....</b>	<b>37</b>
<b>3.7.2 Inductive Approach .....</b>	<b>38</b>
<b>3.8 Research Strategy .....</b>	<b>39</b>
<b>3.8.1 Experiment .....</b>	<b>39</b>
<b>3.8.2 Survey.....</b>	<b>40</b>
<b>3.8.3 Case study .....</b>	<b>42</b>
<b>3.8.4 Action Research .....</b>	<b>42</b>
<b>3.8.5 Grounded Theory.....</b>	<b>43</b>
<b>3.8.6 Ethnography.....</b>	<b>43</b>
<b>3.8.7 Archival Research.....</b>	<b>44</b>
<b>3.9 Research Choice .....</b>	<b>44</b>
<b>3.11 Research Design Method.....</b>	<b>45</b>
<b>3.12 Population and Sample.....</b>	<b>46</b>
<b>3.13 Research population .....</b>	<b>47</b>
<b>3.14 Sample size.....</b>	<b>47</b>
<b>3.15 Element .....</b>	<b>47</b>

3.16 Sampling Unit.....	48
3.17 Data Collection .....	48
3.2 Data Analysis.....	48
Correlation Analysis .....	48
3.3 Ethics.....	49
3.4 Limitations.....	50
3.5 Conclusion .....	50
CHAPTER 4.....	51
DATA ANALYSIS .....	51
4.1 Introduction.....	51
4.2 Descriptive Statistics.....	51
4.2.1 Junior Staff.....	51
4.2.2 Senior Staff .....	60
4.3 Pearson Product Moment Correlation Coefficient.....	67
4.4 Findings.....	71
CHAPTER 5.....	73
Conclusion and Recommendations .....	73
5.1 Recapitulation of Findings .....	73
5.2 Practical Implications.....	75
5.3 Limitations of the research .....	76
5.4 Future Research Recommendations .....	76
5.5 Conclusion .....	76
CHAPTER 6.....	78
SELF REFLECTION .....	78
6.0 Self Reflection on learning and Skill Development.....	78
6.1 Learning Outcomes.....	78
6.2 Learning Style .....	80
6.3 Writing Style.....	81
6.4 Masters Experience.....	82
6.5 Data Analysis.....	83
6.6 Time Management .....	83

<b>6.7 Skills .....</b>	<b>84</b>
<b>6.7.1 Cognitive skills .....</b>	<b>84</b>
<b>6.7.2 Research and Investigative Skills .....</b>	<b>84</b>
<b>6.7.3 Communication and Interpersonal Skills.....</b>	<b>84</b>
<b>6.8 Looking into the future.....</b>	<b>85</b>
<b>BIBLIOGRAPHY .....</b>	<b>86</b>
<b>APPENDICES .....</b>	<b>94</b>

## LIST OF FIGURES

<b>Figure 1 Employer branding framework .....</b>	<b>12</b>
<b>Figure 2 Internal and External Marketing.....</b>	<b>14</b>
<b>Figure 3 Maslow's Hierarchy of needs.....</b>	<b>26</b>
<b>Figure 4 Research Onion.....</b>	<b>33</b>
<b>Figure 5 Gender Pie Chart.....</b>	<b>52</b>
<b>Figure 6 Line Graph for Employer Brand Influence .....</b>	<b>54</b>
<b>Figure 7 Bar chart on the influence of Location .....</b>	<b>55</b>
<b>Figure 8 Pie Chart on the influence of opportunity for development.....</b>	<b>56</b>
<b>Figure 9 Bar chart on perceived reward system .....</b>	<b>56</b>
<b>Figure 10 Line graph on influence of brand Image .....</b>	<b>57</b>
<b>Figure 11 Pie chart on influence of CSR.....</b>	<b>58</b>
<b>Figure 12 Response to opportunity for development based on experience of junior staff... 59</b>	
<b>Figure 13 Response to employer branding based on years of experience of junior staff..... 60</b>	
<b>Figure 14 Pie chart of years of experience of senior staff .....</b>	<b>61</b>
<b>Figure 15 Proud of Employer Brand .....</b>	<b>63</b>
<b>Figure 16 Influence of management style on decision to stay .....</b>	<b>64</b>
<b>Figure 17 Job security on decision to stay in organisation.....</b>	<b>65</b>
<b>Figure 18 Organisation consistent with its promises.....</b>	<b>65</b>
<b>Figure 19 Interpersonal relationship .....</b>	<b>66</b>
<b>Figure 20 Senior staff experience and decision to stay .....</b>	<b>67</b>



**LIST OF TABLES**

**Table 1: Gender Frequency Distribution ..... 52**  
**Table 2: Descriptive Statistics Junior Staff ..... 53**  
**Table 3: Experience Frequency Senior Staff..... 60**  
**Table 4: Senior Staff factors that influence in retention ..... 62**  
**Table 5 Pearson correlation employer brand and influence to join..... 68**  
**Table 6: Pearson Correlation employer brand and intention to stay ..... 69**  
**Table 7: Correlation Management style and consistent promises on decision to stay ..... 70**

## **ABSTRACT**

The research study is an investigation into the role as well as the relevance of employer branding in attracting and retaining employees in Nigeria's brewery industry.

Both secondary and primary research methods were employed. Questionnaires were administered to senior and junior staff of Nigerian Breweries Plc (Ota Brewery) and 90 respondents consisting of both senior and junior staff cooperated for this study.

The data collected were analysed using descriptive statistics and the result of the study suggests that the employer brand name may influence employee decision to join or stay in an organisation.

The sample size was limited to only Ota brewery. The study provides a meaningful insight into the relevance of employer branding in attracting and retaining employees in attracting and retaining employees in Nigeria's brewery industry.

## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Overview of brand and employer branding**

There is no gain-saying the fact that brands can be very important to the achievement of organisational goals and objectives and though branding as a topic has been widely discussed by many scholars, there still seems to be no generally acceptable definition of what a brand really means because the term is relative depending on the purpose or audience; in fact, a good definition of a brand should encompass everything an organisation communicates and sells (Jones and Bonevac, 2013).

One definition sees a brand as “an identifiable product, service, person, or place presented in such a manner that the consumer sees or perceives useful special added values that fit their needs most closely” (De Chernatony and McDonald cited in Rogan (2003).

Furthermore, brands can also be said to be productive assets just like any other asset of the organisation such as plant and machinery, equipment, furniture and fittings. It is therefore a truism that owning strong brands can increase earnings as well as overall performance of the business as a whole. Blanket T (2009).

Brands have a way of appealing to the emotions of consumers, stimulating their interests as well as making them to take action, which is, actually buying the product. Brands give certainty, assurance of originality and trust to the consumers. Feldwick (2009, P. 21). While Rogan (2003) believes that a brand is a recognisable 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 J (1998) agrees that brand can be anything that is used to differentiate a product from that of its

competitors. This means that an organisation can use a mark, name or symbol to make its range of products to look different from its competitors in the eyes of the buyers.

From the foregoing, one would agree that the term “brand” can be adapted to different things depending on the purpose. Therefore, for the purpose of this research, we will examine branding in relation to the organisation as an employer. In other words, we want to examine employer branding.

Just like brands, there is no single universal definition of employer branding and attempts have been made to define the term by various writers. According to Sokro (2012), the term is used to describe how organisations sell what they have to offer to current and prospective employees. He views employer branding as a recent method which is applied in recruitment and retention of the best talents. He is also of the opinion that employers can use the employers can efficiently use the employer branding concept to integrate the staffing process with the corporate strategy.

Furthermore, employer branding according to Lloyd (2002) cited in Shivaji et al (2013), is a “process of placing an image of being a great place to work” in the minds of the current and target prospective employees. However, Shivaj et al (2013) is of the opinion that employer branding is the act of communicating an organisations culture as an employer of labour in the market place and that an employer brand is the sum total of all the features that the prospective and current employees feel about an organisations employment experience. It is believed that such experiences may include salary, rewards, benefits, management style and opportunities for growth. Furthermore, organisations are encouraged to take employer branding seriously because it can be a source of competitive advantage for any organisation. The importance of employer branding in attracting and retaining employees has been a topic of discuss for a very long time

and the interest in this issue is still growing and research has shown that the success of any business may depend on its ability to attract and retain employees or workers (De Chernatony and McDonald, 1993).

The objective of this study is to find out the relevance of employer branding in attracting and retaining employees in the Nigerian Brewery Industry. The research will be conducted using Nigerian breweries plc, Ota Brewery as a case study and the information could assist the organisation in assessing its employer brand in terms of attracting and retaining employees.

This research seeks to know if there is a correlation or relationship between employer branding and attracting and retaining employees in the Nigerian Brewery Industry. Employer branding as a topic has been well studied but its relevance from the Nigerian perspective has not been previously considered. This thesis will contribute to the understanding of the roles which employer branding play in attracting and retaining employees. The popularity of employer branding among HR practitioners and the lack of adequate academic research on the topic raises interesting questions for management scholars. This study therefore seeks to broaden the scope of research in this area from the Nigerian context.

The question of the relevance of employer branding in the attraction and retention of employees has been debated and discussed for a while now but the interest in this important subject matter has not diminished. According to Collins (2001), Backhaus and Tikoo (2004) and Martin et al (2001) cited in Wallace et al (2010), the increasingly competitive and volatile labour markets has made attracting and retaining employees a major concern for organisations, therefore, employer branding is perceived as having the capability to attract the human resources that aligns with the organisations strategic goals and objectives.

He is also of the opinion that employers can use the employers can efficiently use the employer branding concept to integrate the staffing process with the corporate strategy.

There is no denying the fact that branding has been a core marketing issue but in recent times, the human resource literature has succeeded in introducing the concept into employee matters. Within the past few years, the popularity of the branding an organisation as a 'good employer' has grown and this trend has made many organisations to see themselves as the product being offered to the market. Kapoor (2010) is also of the opinion that branding used to be solely associated with products and services but has now extended to places, employers and even one.

Furthermore, Ambler (2006) believes that the employer brand is a sum total of 'functional, economic as well as psychological benefits' accruing to employment in a particular organisation. According to Minchington (2006), employers cannot afford to be dependent on just goods produced and services rendered for competitive advantage in the present-day dynamic business world. He therefore sees the employer brand as a critical success factor in attracting and retaining employees in an organisation as well as claiming that the employer brand is a strategic tool that must be used effectively in order to identify, select and retain the best candidates.

The way in which customers perceive branded products is the same manner in which employees (both potential and current) perceive the employer brand; customers generally buy brands based on the belief that the brands are true to their promises (Gibbons,2009). It is therefore no surprise that employer branding is defined as a group of qualities that makes an organisation different from others and paints a picture to the future employees of what to expect when employed. This picture is known as brand image (CIPD, 2007 cited in Banfield and Key, 2012).

What is brand image? A brand image is about the overall view of what the brand is in the eyes of the consumer or user. Like the popular saying that “beauty lies in the eyes of the beholder”, the consumers see what the manufacturers want them to see in the brand.

Similarly, employer brand image can be said to be the manner in which an organisation presents itself in a different manner as an employer instead of a corporate body (Balmer, 1995, 2001 and 2003 cited in Knox and Freeman 2006).

Gatewood et al (1993) opined that the perception of an organisation’s image is an important factor to consider when making a decision to seek employment in a particular organisation.

Employer branding should not be seen as a ‘project’ but as a ‘way of life’ (CIPD, 2013). It is therefore important for any organisation to align its employer proposition with employee engagement as it can help to attract and retain the right people.

With the growing popularity of social recruiting in Nigeria, branding has become an important aspect of everyday life. In fact, everything has the tendency of being seen in terms of brands. The performance of a brand has the power to attract and retain the best workers. Only a small number of companies really know the importance of improving their employer brands even though they all have an employer brand (Punchng.com, 2013).

The literature relating to the role employer branding plays in attracting and retaining employees especially in the Nigerian context is quite few, hence, the need for this research. This study examines the relevance of employer branding in attracting and retaining employees in Nigeria’s Brewery Industry. In other words, the researcher wants to find out whether an organisation’s employer brand is an important factor when considering whether to join or stay in the company.

Shivaji et al (2003) gives the opinion that an employer brand comprises the organisation's "employment experience which includes factors like salary, rewards and benefits, organisational culture, management style as well as growth opportunities". In other words, they are of the opinion that other factors contribute to the decision making of employees be it potential or current.

## **1.2 Research Problem**

With the growing popularity of social recruiting in Nigeria, branding has become an important aspect of everyday life. In fact, everything has the tendency of being seen in terms of brands. The performance of a brand has the power to attract and retain the best workers. Only a small number of companies really know the importance of improving their employer brands even though they all have an employer brand (Punchng.com, 2013).

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### **1.3 Objectives of Research**

- To examine the role employer branding plays in employee attraction and retention.
- To evaluate the relevance of the employer brand in attracting and retaining employees in Nigeria's Brewery Industry.

### **1.4 Research Hypothesis**

This study shall test the following hypothesis

**Ho:** The employer brand is not relevant in attracting and retaining employees in Nigerian Breweries plc

**Hi:** The employer brand is relevant in attracting and retaining employees in Nigerian Breweries plc.

### **1.5 Research Questions**

- How relevant is employer branding in attracting and retaining employees in Nigerian Breweries Plc.
- Is a company's Image an important factor in attracting and retaining employees?

### **1.6 Limitations and Scope**

The researcher is aware that the company as well as the respondents may feel reluctant to provide data and relevant additional information. Time constraint is another issue, hence, only Nigerian Breweries plc, Ota Brewery is selected for this study.

### **1.7 Significance of study**

This study is a response to the need to add to knowledge on the role of employer branding in attracting and retaining employees. Shivaji et al (2013) claims that workers at different levels in

an organisation are attracted and remain in the organisation due to “tangible” and “intangible” reasons such as salary, rewards, management style and growth opportunities.

Overall, this study seeks to contribute to the few existing literature on this important subject matter.

### **1.8 Brief Company Profile: Nigerian Breweries Plc**

Nigerian Breweries Plc, the pioneer and largest brewing Company in Nigeria was incorporated in 1946 with a vision of becoming a ‘world-class’ company. In June 1949, the Company recorded a landmark when the first bottle of STAR lager beer was produced at the Lagos Brewery bottling lines. The Company now has eight operational breweries from which its high quality products are produced and then distributed to all parts of Nigeria; it also has an additional two malting plants in Aba and Kaduna.

The Company has an increasing export business that dates back to 1986 and the current export destinations are the United Kingdom, European Union and the West African sub-region. Nigerian Breweries Plc encourages the establishment of subsidiary businesses which includes manufacturing of bottles, cans, crown corks, labels, cartons, plastic crates. Service providers such as hotels/clubs, distributors, transporters, event managers, advertising and marketing communication agencies amongst others are also partners.

In 1957, the Company commissioned its second brewery in Aba. This was followed by Kaduna Brewery in 1963 and Ibadan Brewery in 1982. In 1993, the Company acquired its fifth brewery in Enugu and in 2003, a sixth brewery (Ama Brewery), located at Amaeke Ngwo in Enugu State was commissioned. Ama Brewery is today, the biggest brewery in Nigeria. The company also has another brewery located in Ota, Ogun State. (nbplc.com, 2013)

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Brand name is one among the few key assets of an organisation. It helps in the growth of the firm through image building. There are different types of branding which includes product and corporate branding, Employer branding etc. Branding in the area of human resource management to attract and retain employees and to ensure that the current employees are engaged in the culture and strategy of the firm is called employer branding (Backhaus & Tikoo, 2004). This research examines the role of employer branding in attracting and retaining employees in the Nigerian Brewery industry and to see whether it is the employer brand or other motivational factors that attracts employees in the Nigerian brewery industry. This chapter critically reviews the up to date scholarly journals, articles, websites on employer branding and its role in attracting and retaining employees in Nigerian Brewery Industry.

Employer branding differentiates an organisation from its competitors as an employer. Organisations establishes its own identity as an employer through an employment culture that includes its management style, quality of current employees, current employment image, value the company creates for its employees etc. (Backhaus & Tikoo, 2004). The identity created within the organisation is marketed through internal and external marketing to attract target population, ensuring the employer image sent to the employees is met and by enhancing the product and corporate brand (Frook, 2001). Therefore employer branding ensure a good quality work environment for its employees in line with the organisation's goals and objectives and ensure the practices are adhered to achieve a good employer brand image.

Developing a good employer brand image is a gradual process as it requires developing a concrete organisational culture that ensure quality work environment for its employees which is necessary to confirm with the expectations of potential employees. Therefore careful management of the employer branding is essential for its effectiveness. Employee retention is a major issue in the Nigerian Brewery Industry. The employer brand loyalty through employer branding that increase employee productivity can benefit in the management of high employee turnover in the Nigerian Brewing Industry. Benedict et al (2012) identified labour turnover as a major issue in the Nigerian brewery industry causing reduced production, work disruption, increased scrap and a major economic drain to Brewing industries. In this scenario it is beneficial to identify the role of employer branding in managing the labour turnover and for attracting and retaining employees in the Nigerian Brewing Industry.

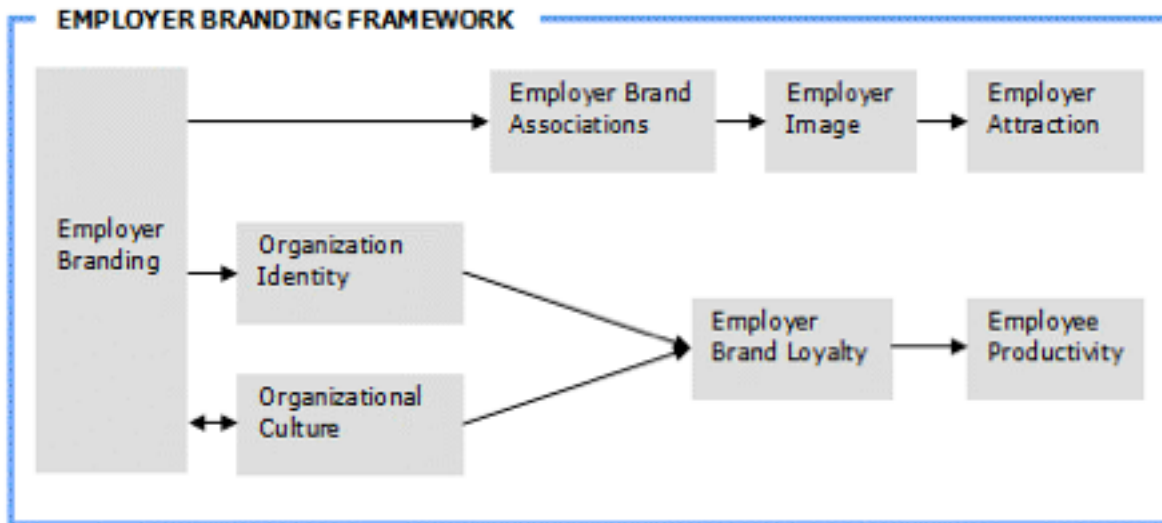
## **2.2 Understanding Employer Branding**

The success of an organisation depends on the performance of its employees. Highly skilled employees who work in congruence with the organisational goals are essential components in every organisation and are therefore the pillars of a successful organisation. In order to maintain them, organisations have to maintain a strong employer brand. Krishnan (2014) argues that employers have to choose the right brand for business to be successful. Successful companies in the competitive talent war are able to attract and retain skilled workforce with their strong employer brand because employer brand has the ability to attract and retain skilled workers (Botha et al., 2011; Minchington, 2010; Crous, 2007). Similarly, Krishnan (2014) stressed the importance of employer branding for the critical success of businesses.

To attract and retain high skilled labour, it is necessary for organisations to build a strong image in the competitive labour markets. Talent shortage and voluntary employee turnover are two

major human resource problems affecting many organisations and employer branding is one strategy for employers to attract and retain qualified and skilled labour (Wilden et al., 2010). Botha et al (2011) agrees to this finding that employer brand as a powerful tool in attracting and retaining employees in this current competitive global environment. The benefits an employee will receive when working with that organisation, the set of values, attributes and qualities that make an organisation unique is marketed through employer branding (CIPD, 2014).

Employer brand is a strategy for organisation to attract those most sought after employees and to secure and retain them in the organisation while attractiveness and accuracy are two key dimensions of a successful employer brand (Moroko and Uncles, 2008). The efforts by the organisation to cultivate an employer brand are ongoing and the main aim of employer branding is to market to the potential employees the work environment within an organisation that meets their needs and to create a positive image about the work place on the potential employees. Attracting employees is important as skilled workforce is the primary source of competitive advantage (Berthon et al., 2005). The positive image created by the firm through employer branding attracts a steady flow of applicants to the organisation as the employer brand send a message that the organisation is a great place to work. Furthermore, according to Kapoor (2010), creating an employer brand is a long term proactive solution to retaining employees and employer branding is considered one long term solution to the talent shortage.



(Source: Backhouse & Tikoo 2004: 505)

Figure 1 Employer branding framework

Sheridan (1992) claims that there is a link between organisational culture and employee retention rate and suggested that the better the organisational culture better will be the retention rates. A culture that understands needs of the employees is often reported to have employee commitment. Mak & Sockel (2001) suggested the incorporation of better career development policies, less stress and burnout, fair remuneration, motivate employees and creates a better organisational culture that results in lower turnover tendency. The organisational culture of an organisation has to be designed to attract its target employees.

In addition, Berthon et al., (2005) measured the attractiveness of an organisation as an employer on a 25 item scale; the items were measured on the basis of the requirements and priorities of employees and it was found that the requirements and needs of employees decide the attractiveness of an organisation as an employer. Moroko and Uncles (2008) also measured attractiveness based on the awareness, relevance and differentiation by the organisation. Since

different employees have different needs, the organisational culture adopted, management style chosen needs to be consistent with the needs of the employees the organisation needs to attract. Thus, managing and maintaining an organisational culture that the organisation marketed is necessary for the retention of employees.

Peyron (2013) argues that today's young generation is influenced by more factors other than salary, career growth in their decision to work in a company. They evaluate the job and the organisation to their life goals and its consistency with their life values. Now a day's jobs are considered as an integral part of life rather than for career or money and this brings a new requirement for the organisations to develop an organisational environment where life and career is one (Peyron, 2013). However, Copenhagen Business School (2009) supports the view that employees look for functional, psychological and economic benefits of working in an organisation. The findings of Botha et al., (2011) are consistent with these findings as they comment that the employer brand as an organisations' differentiated attractiveness in terms of functional, economic and psychological benefits. An employee associates psychological, economic and functional benefit based on the employer brand which influences the decision to work in that organisation.

Most employees applied to the organisation based on the employer brand marketed and a critical aspect of a strong employer brand is the consistency between internal employer brand and external employer brand (Richard Mosley as cited in Krishnan, 2014). In other words employer brand marketed needs to be consistent with the internal brand. Any inconsistencies in internal employer brand and the brand as an employer marketed by the organisation can create conflict and can leave current and future employees unhappy. When employees identify differences between perceived organisational characteristics and actual organisational characteristics, it can

result in voluntary employee turnover. Michaels & Spector, (1982) identified significant influence of differences in the perceived organisational characteristics to actual characteristics in voluntary employee turnover. According to CIPD (2014) a strong employer brand links its people strategy, HR policies and organisations values to the company brand.

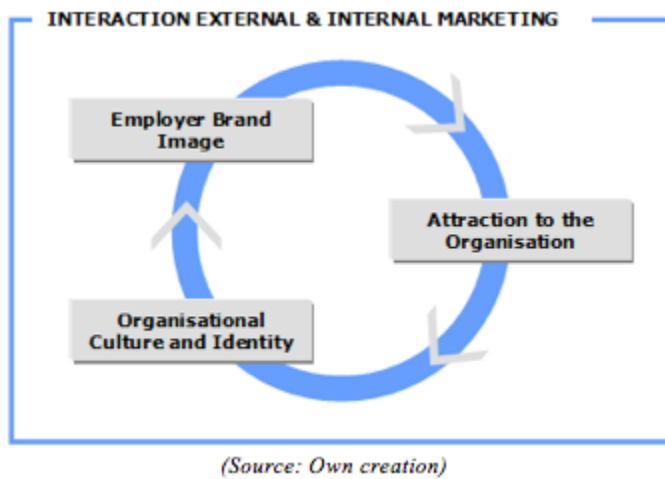


Figure 2 Internal and External Marketing

Source: Copenhagen Business School (2009)

The perception of the brand as an employer creates value that attracts talented employees which can be translated in profits (Copenhagen Business School, 2009). In addition, Botha et al (2011) identified the features that are necessary for employer brands that attracts and retains talented employees and the prevention of voluntary employee turnover. The five building blocks proposed by Botha et al., (2011) to build a strong employer brand are Target group needs, Differentiated employer value proposition, People Strategy, Brand Consistency and Communication.



### **2.2.1 Target group needs**

To attract talented workforce, an employer needs to understand the preferences and needs of employee population and adopt employer value that address the need of target population. The study conducted by Botha et al., (2011) found that meeting the target group needs increased the attractiveness of employer and helped organisations in talent attraction and retention and Armstrong, (2007) noted that people are attracted to organisations that fulfill their needs. In other words, to attract the talented workforce, the needs of the target population have to be met by the organisation. Furthermore, Moroko & Uncles (2008) identified that the underlying factor that increased the importance of employer branding is the increased demand for skilled employees all over the world and the shortage in skilled workforce. External marketing by an organisation creates awareness of an organisations culture and this makes employees apply to organisations with their preferred culture. Also, the experiences of its current employees are evidences of its internal consistency with the external branding and Zyman (2002) cited in Berthon et al (2005) agrees by mentioning that an organisation needs to sell its brand first to its employees before thinking of selling it to customers.

### **2.2.2 Differentiated employer value proposition**

A differentiated employer value proposition enables organisations to have a unique culture that makes them different as an employer and promotes a distinct culture that motivates target candidates to join the company and current employees to stay through appropriate reward strategy, motivation, career growth, remuneration. Botha et al., (2011) identified that differentiated positioning of employers increased their attractiveness to prospective employees. It attracted target candidates and motivated current employees to stay. Copenhagen business school (2009) suggests that the employer value propositions should be central to both internal and

external communication by the organisation as it send message on what the employer offers its employees. According to Kapoor, (2010) an effective management of employer brand requires developing a common theme for the current employees, reinforce the image in the firms culture, monitor the employer image within and outside the firm and motivates potential employees to apply for the job.

Krishnan, (2014) explains that an employer value proposition is the direct and indirect benefits that an organisation offers its employees for working with the brand. Recent researches have shown that the key value propositions that employees seek are respect for people, diverse opportunities for growth, empowering performance, and forward looking (Krishnan, 2014). Similarly, Sheridan (1992) identified the interrelationship between organisational culture and its influence on job performance and retention of employees and showed that employee retention and job performance depends on the organisational culture.

### **2.2.3 People Strategy**

The employer brand strategic platform such as values, systems, policies and behaviours in the organisation and the employer brand employee platform such as career development, remunerations and benefits, work environment, performance management, communication, reward and recognition are informed by the organisation influences the employer brand. The research findings of Botha et al., (2011) found that the employer value propositions were embedded in all human resource activities to deliver the promise made to the employees through employer brand employee platform and employer brand strategy platform and it positively influenced in attracting and retaining employees.

#### **2.2.4 Brand Consistency**

Consistency in the total portfolio of brands such as the corporate and consumer brand, employer brand needs to be aligned to the organisational strategy and need to ensure consistent delivery for productivity and retention of employees (Botha et al., 2011). According to Krishnan (2014) the next stage after employee value propositions is that the human resources practices are aligned to the value propositions, that is, the actions by the organisation at all levels reflect the message sent to the outside world. Gapp and Merrilees (2006) identified the negative effect of brand inconsistency on the operational performance and productivity of employees. The misalignment between the external employer brand marketing and the internal brand created problem between employees and senior management. Furthermore, a report by Copenhagen Business School (2009) also supports that it is germane for there to be consistency in all the employer branding activities.

Moroko & Uncles (2008) also noted that it is important to have consistency between the employer brand and the experience of employees with the employer, its culture and values while Kapoor (2010) stresses the importance of continued monitoring of the employer branding within the organisation to ensure that the promises made through branding is adhered to within the organisation. Misalignment between promise and action in the organisation can affect the employer brand image and can reduce the future talented applications and increase voluntary turnover.

#### **2.2.5 Communication**

Brand communication needs to be consistent with the organisations' employer branding practices and consistent with organisational marketing efforts. Botha et al., (2011) found that proper communication within the organisation is necessary to build strong employer brand perception

and it is effective to increase the engagement levels and reduce the turnover rates. AN effective employer brand communication needs to be honest, authentic and consistent to the employment promises.

The shortage of skilled workforce increased the importance of employer branding in order to reduce the turnover. According to Martin (2010) the creation of employer brand begins with the features of an organisation that senior managers want to communicate with the target population about the functional, economic and psychological benefits from working in the organisation. This external marketing influences the public's perception about an organisation which in turn affects the perception of potential and current employees. According to Kapoor (2010) a strong employer brand creates both internal and external value for an organisation. The internal value from a strong employer brand includes increased employee engagement; productivity, increased retention of talented employees and the external value include lower recruiting and advertising costs, increased product sales and marketing, higher levels of customer satisfaction and loyalty

Martin (2010) examined the process of employer branding and claimed that employer branding begins with defining the organisational identity i.e. it answers 'who we are' followed by identifying the corporate identity. Corporate identity defines the existence of the organisation i.e. its missions, strategies and cultures and finally the employer brand reputations based on the experiences of the employees in the organisation that develops based on the values of the organisation and the way the employees are treated within the organisation. There is fierce competition between organisations to attract employees and those organisations which can attract and retain talented employees will have a competitive edge in the market place (Harari, 1998, Berthon et al., 2005).

Krishnan (2014) comments that to create a strong employer brand the first step is a change in the leadership mind and mentions that leaders have to adopt strategies that help the organisation to achieve its desired culture. For example, if an organisation is planning to give a fair treatment for males and females, the leaders have to accept both males and females to all roles. Only competency should be given precedence (Krishnan, 2014). It is important for organisations developing an employer brand to understand that the advertisements and promotions of the employer brand has to be only a reflection of the experience of employees in the organisation. Thus employer branding is vital for the long term success of organisations. There has to be a clear understanding of the factors that help to build a strong employer brand thereby competing successfully through increased employee productivity.

A strong employer brand creates brand loyalty from its current employees and potential employees. Brand loyalty comes in the form of organisational commitment (Backhaus & Tikoo, 2004; Copenhagen Business School, 2009). In addition, Michaels & Spector (1982) Posits that organisational commitment is an essential variable that determines employee turnover while commitment of an employee to organisation is significant as it affect the employee behaviors and performance effectiveness, job satisfaction, responsibility to the job or role, etc (Schultz, 2000).

There is a strong negative correlation between organisational commitment and voluntary turnover intentions, which means lower the organisational commitment higher the voluntary turnover (Shore & Martin, 1989; Ferris & Aranya, 1983; Mowday et al., 1979). Therefore, to ensure the commitment of employees to the organisation, Olusegun (2012) suggests the use of intrinsic and extrinsic rewards for the employees to keep the employee motivation consistent with the organisational objectives. Labour turnover has strong correlation with variables such as job satisfaction, remuneration, perceived job characteristics, perceived organisational support

etc. and Michaels & Spector, (1982) found that job satisfaction is necessary to develop organisational commitment.

Building organisational commitment in employees can benefit the organisation in the form of loyalty to the organisation, increased effort by the employees on behalf of the organisation, goal and value congruency with the organisation and desire to maintain membership (Schultz, 2000). This not only reduces the chances of voluntary employee turnover and the resulting costs and losses but also increase the job performance of employees. A study conducted by Shore & Martin (1989) showed the association of job satisfaction and organisational commitment to job performance and turnover intentions. Wayne et al (1997) found a significant negative correlation between affective commitment and the intentions to quit. Mak & Sockel (2001) also identified that commitment to the organisation develops with the satisfaction from the job which has an inverse relation with employee's turnover intentions.

### **2.3 Overview of Nigerian Brewery Industry**

According to a report by Corporate Guides International (2010), the Nigerian brewery market continues to grow despite the economic meltdown. This fact makes a lot of multinational companies want to enter the Nigerian market which has a lot of growth potentials coupled with the number of the country's drinking –age consumers. The Nigerian brewery market grew by 21.8% in 2009 which is worth \$2.7 billion and analysts have projected an average annual growth of 23.4% between 2011 and 2014. Beer is said to be the most sought-after alcoholic drink and contributes about 96% to the general alcohol sales.

Guinness Nigeria plc started operations in 1962 after the parent company in Ireland decided to open a brewery in Lagos, Nigeria. The company has the second largest market share in the industry and became Guinness' largest market after the UK in 2005.

In 2009, SAB Miller entered the Nigerian market by acquiring Pabod breweries and Standard breweries and as a result invested millions of dollars because of the consistent growth in the industry. Despite this growth, there are few problems in the industry, the chief of which is labour turnover. Labour turnover is a significant problem in the Nigerian Brewing industry causing high costs and low productivity for the business. The increased labour turnover is a costly problem as huge amount of money is drained out of business in the form of recruiting, training replacements, production losses etc (Benedict et al., 2012). The survey conducted by Benedict et al., (2012) identified that labour turnover is a significant cost to the Nigerian Brewery industry which if not managed can affect the long term operations of the industry. Identifying the causes of employee turnover in the Nigerian brewing industry and developing an appropriate employer branding strategy based on the unmet needs of the employees is considered to be an effective approach to manage the high voluntary employee turnover rates.

Studies on the causes of employee turnover in Nigeria have noted the influence of poor job satisfaction, motivation, perceived organisational support, supervisor support, satisfaction with pay and nature of works on the employee turnover (Mbah & Ikemefuna, 2012, Falana & Esan, 1999). The general problem in the Nigerian employment sector that contributes to the high employee turnover is poor salary and fringe benefits, family pressure, job dissatisfaction etc (Onashile, 2012). Reducing the employee turnover and increasing the labour productivity is essential as labour force is the one and only active factor of production and other factors of production are docile (Falana & Esan, 1999). Therefore it is necessary to manage the high employee turnover through strategies such as employer branding in Nigerian Brewing Industries.

Labour turnover directly affects the productivity of any organisation, especially in a labour intensive organisation like Nigerian Brewing industry. The organisation brand image as an

employer affects the performance of its employees and its ability to attract talented employees. an organisation with a poor image as an employer can result in poorer candidates applications, disengaged and resentful employees, lower productivity, higher turnover and reduced organisational performance (Wallance et al., 2014). It can adversely affect the productivity and performance of a business unit (McElroy et al., 2001; Koys, 2001; Benedict et al., 2012).

Agnes (1999) defines employee turnover as the number of workers that have to be replaced in a given time period to the average number of workers. Hogan, (1992) points out the importance of managing employee turnover as it can affect the profitability of any organisation. In addition, Sandhya & Kumar (2011) classified the costs to the employee turnover into productivity loss, hiring costs, training costs, company information loss etc. Excessive turnover is a huge burden for organisations on its budget and human resources in the form of advertisements, employee recruiting, interviews, initial training, supervision, evaluation, adaptation , mentoring etc (Armstrong, 2009).

Gberevbies (2009) studied retention strategies that are effective in the Nigerian brewery industry to reduce the labour turnover and found that good and regular monthly pay packages, participation of employees in decision making, job security and provision of incentives that provide welfare of employees' families are the needs of employees in the Nigerian brewery industry and satisfaction of these needs results in employees continuing in the organisation thereby reducing employee turnover. The employer brand developed for the Nigerian brewery industries can focus on the needs of the employees in the industry. The satisfaction of the employees needs can increase the motivation of employees and influence their behavior through increased productivity and performance.



## **2.4 Employee Motivational Factors**

The factors that motivate employees to stay in an organisation depend on their job satisfaction, pay satisfaction, perceived support, organisational commitment etc. (Boxall et al., 2003) while Sandhaya and Kuma (2011) identified poor growth opportunities, lack of appreciation, lack of trust and no support, lack of coordination among co workers, senior management , poor reward and remuneration strategy, stress from overload and work life imbalance, better job offers as the common reasons for employee voluntary turnover intentions. This section examines the motivational factors that are widely studied in relation to employee retention. Many studies have reported that the absence of these factors significantly influence the decision of employees to leave a job.

### **2.4.1 Job Satisfaction**

Job satisfaction has strong influence on the employees' intention to continue or leave an organisation. The degree of autonomy, responsibility and variety affect job satisfaction (Mowday & Spencer, 1981) while Harter et al., (2002) identified that there is a negative correlation between job satisfaction and employee turnover. This means that the lower the job satisfaction, the higher the employee turnover. Similarly, Mbah & Ikemefuna (2012) states that the employees decision to stay in an organisation depend on the level of satisfaction from the job. Job satisfaction is when employees are able to meet their needs and any differences in the perceived benefits and actual benefits from the job can result in job dissatisfaction which gradually result in employee voluntary turnover intention. Satisfaction in job creates positive attitude towards job and improves perform on the job (Robin, 1989 and Beach, 1990).

Mak & Sockel (2001) reported the affective attitude that employees develops with the satisfaction in a job. This fondness to the organisation improves the performance and

productivity and contributes to the retention of employees. The study conducted by Mobley (1977) identified the significant and consistent relationship between job satisfaction and employee turnover intentions and there are several factors that influence the job satisfaction of an employee. Medina (2012) also stressed the role of organisational culture in job satisfaction and suggests that higher performing work environment allows attracting and retaining employees through job satisfaction.

#### **2.4.2 Job Motivation**

Often voluntary labour turnover is related to defective personal policy and inefficient management. Motivation can reduce employee turnover as studies have shown the positive influence of motivation on employee retention (Falana & Esan, 1999). In addition, Olusegun (2012) identified the influence of motivation on the behaviour and performance of workforce to achieve competitive advantage. According to Luthans (1998), motivation is the process by which people are aroused, energised, directed to perform the desired task. It stimulated employees to perform their jobs which can make them more satisfied and committed to their jobs while Vnouckova & Klupakova (2013) studied the use of motivation principles in reducing the employee turnover and disaffection to the organisation.

Sandhya and Kuman (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. Employee motivation plays a major role in increasing the organisational performance of employees. 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). Understanding Maslow's hierarchy of needs is important to understand human motivation as it defines the personal needs of an individual that helps organisations to motivate employees based on their personal needs.

The human needs influence the behaviour of people and the motivational strategies adopted by the organisation need to consider whether the organisational strategies help its employees to achieve their five levels of needs successively. The satisfaction of a lower order need leads a person to seek the next level need. An employee's completion of these needs affects the performance in the job and the intention to stay in the organisation. The five levels of needs starting from the lower level are psychological or basic needs, safety needs, social needs, esteem needs and self actualization. When the basic needs of a person are unmet it can motivate that person, with the satisfaction of the basic need then the next level of needs i.e. safety needs will motivate that person. The motivation is primarily based around esteem, social and safety needs as there are less people reaching the self actualization need. Failure in meeting one level of need will disrupt the movement to the next level. Given below is the pyramid of hierarchy of needs defined by Maslow.



Figure 3 Maslow's Hierarchy of needs

Source: <http://www.simplypsychology.org/maslow.html>

Compensation, growth, support, relationship and environment are five major aspects of motivation. A good combination of these aspects makes an organisation attractive to potential employees (Sandhya & Kumar, 2011).

#### **2.4.3 Perceived Organisational Support**

The general belief by the employees that the organisation values their contributions and cares about their well being is called perceived organisational support. Rhoades and Eisenberger (2002) analysed the perceived organisational support using three major categories and they are; fairness, organisational rewards, supervisor support and favorable job conditions. A favourable perceived organisational support increases the job satisfaction which in turn increase

organisational commitment, performance and reduce voluntary turnover intentions. Perceived organisational support affects the employees' intention to quit and the value given by the organisation on the employees' contributions and the organisations interest in the wellbeing of its employees affect the voluntary employee turnover (Eisenberger et al., 2002; Rhoades and Eisenberger, 2002; Eisenberger et al 1986).

Sandhya & Kumar (2011) identified poor organisational support as one main reason for increased employee turnover while Eisenberger et al., (1986) explained the importance of perceived organisational support in building commitment to organisation by employees which is a successful retention strategy. Organisational commitment develops a emotional and intellectual bonding to the organisation which increases the employee's dedication to organisation. The study conducted by Rhoades and Eisenberger (2002) showed that fairness to the employees has the strongest positive correlation with employees perceived organisational support. Fairness was measured based on the formal rules and policies affecting the employees, resource distribution etc. When the organisation ensures equal treatment of the employees then there is more perceived organisational support. Perceived organisational support not only helps in reducing voluntary employee turnover but also reduces absenteeism that adversely affects organisational performance.

#### **2.4.4 Remuneration**

Proper remuneration for employees can help in retention of employees, thereby reducing employee turnover. Schlicht (1978) identified that there is less turnover among employees who receives above average pay. There are several remuneration systems in place such as knowledge based pay systems, skill based pay systems, individual merit based pay system and the suitability of remuneration for employees depend on the organisation (Boxall et al., 2003). Remuneration

structure within an organisation has to be based on the nature of work and poorly established rewards and remuneration strategy affects the motivation to perform effectively thereby reducing the productivity that gradually leads to voluntary employee turnover (Sandhya & Kumar, 2011).

Zenger (1992) studied the remuneration pattern and the turnover pattern to develop an understanding of the relationship between remuneration and employee turnover. When employees were only rewarded for their extreme performance, employees with extremely high performance stayed while employees with moderately high performance and extremely low performance left the firm. Monetary incentives have always shown to motivate employees, increase their organisational commitment and productivity. Lazear (2000) also comments that the pattern of pay influence the productivity and quality of the work. For instance, when employees are paid per piece manufactured, the quality tends to reduce and this shows the importance of creating an appropriate reward structure that enhances productivity and ensures quality.

## **2.5 Summary**

The organisational culture which includes the management style, remuneration, employee supervisor relations, goals and objectives of the business, organisational support etc directly influence an employee's decision to continue in an organisation. High voluntary employee turnover is a significant cost to organisations in the form of productivity, loss in production, advertising and recruitment cost, training and replacement cost, poor efficiency etc. Therefore firms adopt strategies to prevent voluntary employee turnover and all related costs from turnover. This chapter reviewed the motivational factors that help to retain employees such as job satisfaction, motivation, organisational commitment, perceived organisational support and remuneration, and the use of employer branding as a strategy to prevent employee turnover.

Organisations with strong employer brand image attract and retain talented employees. In this current competitive environment having skilled workers gives organisations competitive edge. An employer brand image is the view that employees of potential employees relate to an organisation as an employer. Maintaining a strong employer brand is equally important as building a strong employee brand. Changes to the expectations about an employer brand can increase voluntary employee turnover and can cause long term damages to organisations attractiveness as an employer. Labour turnover is a significant problem in the Nigerian brewing industry and the use of employer branding as a solution to the high labour turnover is considered.

From the foregoing, despite the review of various literatures on role of employer branding in attracting and retaining employees, we still need to know its relevance in attracting and retaining employees in the Nigerian context; hence, the need for this research.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

In this chapter, a review of the methodology and the methods utilised would be undertaken. Research is something that we engage in daily either consciously or not because we seek answers to some questions. The major thing that differentiates our daily generalisations and a scientific research is the fact that the later has some degree of formality, validity as well as reliability (Lundberg, 1942) cited in Kumar (2012). Furthermore, research can be seen as a way of finding a working solution to a particular management problem using scientific procedures Bryman and Bell (2011).

Similarly, Asika (2006) adds that research is an important aspect of science and it involves gathering and classifying information as well as finding new ways of doing things. He therefore connotes that research is an organized fact-finding task with the sole purpose of providing information to solve identified problems. The purpose for undertaking a research must be as clear as possible and it may be solely for describing, explaining or analysing issues (Ghauri and Gronhaug, 2005) cited in Saunders et al (2009)

Despite the importance of research, its continued relevance in business has been questioned. According Tranfield and Starkey (1998) cited in Bryman and Bell (2011), research has failed to keep the pace with modern day business issues and problems which has in turn affected the way we perceive research in business.



### **3.1.1 What does Methodology mean?**

Methodology is a combination of rules and procedures upon which research is based and it involves continuous exchange of ideas and information among researchers (Nachmias and Nachmias, 2005, Jankowicz, 2000). Furthermore, methodology can be seen as a “systematic and orderly approach” directed towards collecting and analysing data in order to obtain information; it also ensures that a previously studied phenomenon can be re-investigated using same procedures by other researchers (Jankowicz, 2000).

### **3.2 Research Question**

The research questions are put forward so as to investigate the relevance of employer branding in attracting and retaining employees from the Nigerian perspective. The proposed research question is as follows:

- 1) Is the employer brand relevant in attracting and retaining employees in an organisation?
- 2) Is a company’s Image an important factor in attracting and retaining employees?

### **3.3 Research Hypothesis**

The research will attempt to find out the relevance on employer branding in attracting and retaining employees in Nigerian breweries plc. Primary data will be collected and analysed to test the following hypothesis:

**Ho:** The employer brand is not relevant in attracting and retaining employees in Nigerian Breweries plc

**Hi:** The employer brand is relevant in attracting and retaining employees in Nigerian Breweries plc.

### **3.4 Research Techniques**

There are two data analysis techniques commonly used in business research and they are: quantitative and qualitative techniques respectively. For the purpose of this project, the researcher will employ quantitative methods for data analysis because it aligns with the deductive approach which aims at explaining relationships between variables; this research work focuses on the relevance of employer branding in attracting and retaining employees in Nigeria's Brewery Industry. The quantitative method is mostly used for any data collection technique such as questionnaire as well as data analysis procedures which include graphical representations and statistical methods because it uses numerical data while the qualitative technique is usually employed for any data collection technique such as interviews as well as data analysis procedure such as data categorization so as to generate non-numerical data (Saunders et al, 2009).

### **3.5 Structure of Research Method**

The research method refers to the tools used in scientific research and it is intended to test the hypotheses and answer research questions (Burns and Bush, 2014).

The research method to be used incorporate philosophies, approaches, time horizon, strategies and techniques that will be used to answer the proposed research questions.

The research Onion depicts layers or categories of issues in data collection which includes research philosophy which according to (Saunders, Lewis and Thornhill, 2008), includes positivism, realism, interpretivism, functionalism, radical humanism, radical structuralism and pragmatism. They are of the opinion that research philosophy is a construct that relates to growth of knowledge or how it is built by making some assumptions based on our perception of the world; the research strategy includes experiment, survey, case study, ethnography, grounded

research. Etc. The research strategy that will be adopted is dependent on the way one feels about the world. The research approaches in the research onion are inductive or deductive approaches respectively while research choices are mono method, mixed method and multi-method respectively. The time horizon in the research onion is of two types namely cross-sectional and longitudinal horizons respectively.

At this juncture, it should be noted that there is no single best method or approach to research, the choice solely on what the researcher intends to achieve. The various components of the research onion will be discussed in this chapter.

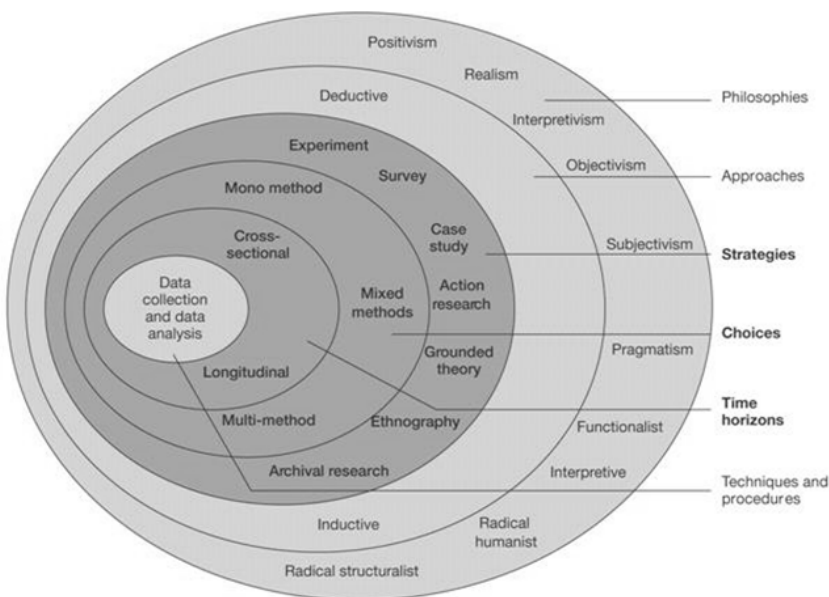


Figure 4 Research Onion

Source: Saunders, Lewis and Thornhill (2009) Research Methods for Business Students

### **3.6 Research Philosophy**

The research philosophy employed is generally based on assumptions and our perception about life itself which in turn has influence on the choice of research method and there is overall best philosophy to adopt (Saunders, Lewis and Thornhill, 2009). The components of the research philosophy are briefly explained below:

#### **3.6.1 Pragmatism**

The pragmatism philosophy is basically action oriented or driven. A researcher who takes the pragmatist position believes that actions are the most important factors to study. In fact, a pragmatist questions the possibility of getting an appropriate understanding of the social world if the actions displayed by people are overlooked (Goldkuhl, 2004). Furthermore, according to Tashakkori and Teddlie (1998) cited in Saunders et al (2009), pragmatism is the best philosophy because it straight forward as it focuses on what is most important to the researcher and devoid of arguments on what is truth and reality.

#### **3.6.2 Positivism**

According to (Riley et al, 2000), positivism is seen as the application of scientific research methods to the study of social situations or issues in order to find an explanation that is both objective and unbiased. In other words, he opined that methods used in research should be devoid of undue influence, be fair and truthful.

Positivism research allows for hypothesis testing, development of theoretical models and explanation of cause and effect relationships (Saunders, Lewis and Thornhill, 2009). They are of the opinion that positivism philosophy is based on credible information either through direct observation or experience. This approach is suitable for quantitative methods as it makes use of surveys and statistical analysis which makes it very useful for this research work. The survey

will be used to get data from the employees of the organisation which is in-turn analysed in order to find out the relationship between employer branding, attracting and retaining employees in Nigeria's Brewery Industry. Furthermore, Nightingale (2012) sees the positivist approach to research as being based on knowledge acquired from confirmation of "observable experience" instead of "inward looking" or "introspection". He is of the opinion that the positivist researcher relies on his or her own perception about the world to get accurate data. In other words, this approach depends mostly on experiments and manipulations. In addition, Bryman and Bell (2011) viewed positivism as a philosophy that encourages generation and testing of hypotheses which enables proper assessment of theories.

Lest I forget, though the positivist approach to research have been criticised as not being suitable in the study of social events, lacking objectivity as well as inability to remove human influence, it is adequately suitable for the purpose of this research as it seeks to understand behaviour and it is mostly used in social science research. (Riley et al, 2000)

### **3.6.3 Interpretivism**

This philosophy is seen by many as an option to positivism and it asserts that research in business should not be treated in the same manner as one would treat research in the sciences. In other words, it means that studying a social phenomenon requires an approach that recognises the uniqueness of human beings and then trying to understand their behaviour instead of trying to explain it. In addition, a researcher taking an interpretative approach is likely to encounter new findings that are different from the ones originally intended (Bryman and Bell, 2011).

### **3.6.4 Realism**

This philosophy believes that there is a reality that is actually different from what is known and it involves collection of data as well as understanding them which also makes it useful in business research. In addition, the realism philosophy asserts that what our senses perceive as being real is actually the truth and it is similar to the positivist philosophy because they both share some features (Bryman and Bell, 2011, Saunders et al, 2009).

### **3.6.5 Subjectivism**

The view of a subjectivist is that social phenomena are created from the perceptions and consequent actions of social actors. In other words, this view seeks to understand the meanings that individuals attach to social events through interacting with them. (Saunders et al, 2009)

Furthermore, the subjectivist view is seen as an alternative to the objectivist view and follows as well the interpretivist philosophy which supports the fact that it is important to make enquiries into subjective meanings of the force behind the actions of social actors so that we can understand these actions.

### **3.6.6 Objectivism**

This is a philosophical position which holds that we are faced with external facts by social events on which we have no influence. This means that there is an external environment that influence our ways on which we have no power. (Bryman and Bell, 2011)

Saunders et al adds that ‘social entities’ and ‘social actors’ are independent of each other even though one can influence the other.

### **3.7 Research Approach**

The decision to choose a research approach is crucial to the whole research work and according to Easterby-Smith et al (2008) cited in Saunders et al (2009), there are three reasons:

Foremost, it allows the researcher to make more informed decision about the research design. Secondly, it helps the researcher to have a clear thought about the research strategies and choices that will be most useful in the course of the research and finally, information about different research approaches gives the researcher the chance to prepare for constraints.

According to Saunders, Lewis and Thornhill (2009), there are two major approached to research; they are deductive and inductive approaches respectively and they are explained below:

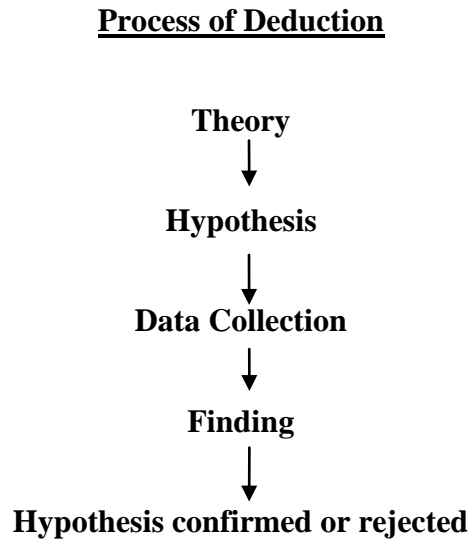
#### **3.7.1 Deductive Approach**

A deductive research approach according to Robson (2002) cited in Saunders, Lewis and Thornhill (2009) involves “deducing, testing and expressing hypothesis in operational terms as well as examining specific outcome of the inquiry to confirm or modify a theory”. The deductive approach will be used because it seeks to explain causal relationships between variables, test hypotheses and utilises well structured methodology, similar to the one used in the natural sciences and quicker to complete within a short time frame. The approach is also very clear, sequential an associated with quantitative research (Bryman and Bell, 2011). Robson (2002), classified deductive research into stages and they are as follows:

- Hypothesis deduction tests relationships between two or more variables
- Expression of the hypothesis in operational terms
- Testing the operational hypothesis
- Examination of the outcome of the enquiry and,

- Modifying the theory in relation to the findings, if necessary

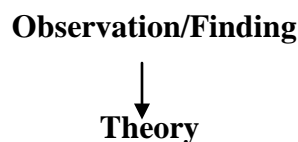
The researcher will follow the deductive process shown in the figure below:



Source: (Bryman and Bell, 2011:11) Business Research Methods

### **3.7.2 Inductive Approach**

This approach involves drawing generalisable inferences out of observation. Inductive research is generally makes use of grounded theory in understanding a phenomenon and then generate theory. This approach is usually associated with qualitative research and allows researchers to use different methods to affirm different perceptions about an event. Furthermore, researchers in the induction school have criticised the deductive approach because of its tendency to adopt a strict methodology which can be seen as passive to alternative explanation of events. (Saunders et al, 2009). The process of induction is as follows:





Source: (Bryman and Bell, 2011) Business Research Methods

### **3.8 Research Strategy**

There are different research strategies that can be employed by a researcher depending on the objectives as well as time available to complete the research. Saunders et al (2009) itemised the following research strategies and they are briefly explained below

#### **3.8.1 Experiment**

Experiments are mostly used in natural sciences where they are done in laboratories and its purpose is to study 'causal links' among variables and are also used to explain reasons behind a phenomena. Generally, an experimental strategy will not be possible for business research because the samples used may not be representative of the population and there is also greater control over aspects of the research process such as selection of samples and the environment. (Saunders et al, 2009)

Additionally, Asika (2006) agrees that experiments are artificial and human beings in the real world do not adhere to the conditions of the experiment and is also of the opinion that experiments seek to know whether there are relationships amongst variables; the variables in this case can either be controlled or even eliminated. He categorised experiments into three parts namely:

- Laboratory experiment

This is one in which all the independent variables that does not play a major role in the research which can influence the dependent variables are controlled. In other words, the research environment is manipulated to allow the researcher to study in details the desired variables.

- Field experiment

Field experiments are laboratory experiments performed live on site. In other words, the researcher observes the subjects in their own natural environment rather than study them in a closed laboratory situation and as such reducing drastically the researchers' control.

- Field studies

Field studies are more interested in observing and recording how some variables behave rather than in manipulating them. The focus here is in discovering the relationship and interactions among the variables that are of utmost interest to the researcher. Field studies are of two main types which are exploratory field study and hypothesis field study respectively. The exploratory field study attempts to know what is real rather than what should be while hypothesis testing field study tries to predict occurrences rather than reality. Field studies are mostly used in business research and it will be utilised for this research work since the researcher will collect data directly from the employees through survey.

### **3.8.2 Survey**

The survey strategy is usually used for exploratory and descriptive research and its use gives the researcher more control over the research process. Furthermore, the survey strategy allows the researcher to collect data that can be used for quantitative statistical analysis. In conducting this research, the survey strategy will be used. According to Saunders, Lewis and Thornhill (2009), this method is usually linked with deductive approach and exploratory research. The method is also easy to understand and explain and it allows for the use of data from a sizeable sample that represents the whole population in a highly economical way.

The questionnaire according to Saunders, Lewis and Thornhill (2009), is a data collection method within the survey strategy where every respondent is asked to respond to the same kind of questions. One of the advantages is that it is a good way of getting responses from a fairly large sample which is then analysed using quantitative techniques.

The questionnaire will be self-administered to the selected employees in the chosen organisation. The self-administered questionnaire will be appropriate so as to ensure that a high number of questionnaires are returned. Though, the data collected using this strategy may not have a far reach compared to other research strategies but it is very useful for this research. Despite the advantages, some researchers are skeptical about using this strategy because of the notion that it is time wasting since it depends on respondent to get information.

It would be very difficult and even unattainable to attempt to survey all the organisations in Nigeria's brewery industry. Therefore, for the purpose of this research, the researcher selected Nigerian breweries plc (Ota Brewery) as his case study. Furthermore, taking the size and ubiquity of Nigerian Breweries plc into consideration, it was selected to be a representative of other breweries within the industry.

The purpose of this study is both explorative and descriptive in nature and it will assist the researcher in knowing the relevance of employer branding in attracting and retaining employees in the Nigerian Brewery Industry. The descriptive research was chosen by the researcher in order to have a clear understanding of the role of employer branding in attracting and retaining employees in Nigeria's brewery industry.

### **3.8.3 Case study**

The case study is concerned with detailed analysis of a particular case. This approach is a very popular and widely used research design in business research (Eisenhardt and Graebner (2007) cited in Bryman and Bell (2011)). Furthermore, a case study has been described as a tool kit for conducting research and it utilises different sources of evidence as well as empirical investigation of a situation within a real life context. (Robson, 2002)

In addition, Morris and Wood (1991) cited in Saunders et al (2009) are of the opinion that a case study strategy assists the researcher in gaining indepth understanding of the totality of the research work.

### **3.8.4 Action Research**

Action research can be seen as a strategy that supports encouragement of participants' participation and it has been defined by Argyris, Putnam and Smith (1985) cited in Bryman and Bell (2011) as involving a 'process of identification, planning, action and evaluation with the purpose of contributing to academic theory and practical while Bryman and Bell (2011) claimed that action research is an approach in which the researcher and the client come together to diagnose a problem in order to proffer solutions. Schein (1999) cited in Saunders et al (2009) also agrees that it is important to involve employees throughout the research process because it is the employees that will likely implement the change to the identified problem. The action research strategy has its focus on change and therefore allows enough time for diagnosis, planning and evaluation as well as ensuring that participants are fully involved throughout the process. (Saunders et al, 2009)

### **3.8.5 Grounded Theory**

Ground theory is usually associated with the inductive approach and qualitative technique or research and it can be said that virtually all research projects make use of theory because research work requires referencing of academic materials such as articles, journals and textbooks to prove originality of one's work. (Gilbert (1977) cited in Bryman and Bell (2011)).

Furthermore, grounded theory has been defined by Strauss and Corbin (1998) cited in Bryman and Bell (2011) simply as 'a theory that was derived from gathering and analysis of data' while Saunders et al (2009) adds that grounded theory starts with collection of data without any pre-determined framework.

### **3.8.6 Ethnography**

This research strategy is strongly linked with the inductive approach and has its origin from the field of anthropology. The main aim of ethnography is to describe and explain the social world in the exact way which the players perceive it; additionally, this strategy involves observing behaviour, listening as well as asking questions. In other words, ethnography is a type of study in which participant observation is the key component. (Bryman and Bell 2011)

Furthermore, Saunders et al (2009) claims that this strategy is time consuming because the researcher will require a very long period of time to incorporate him or herself firmly into the social world that is being studied. (Saunders et al, 2009)

This strategy is not relevant for the purpose of this research because there I limited time available to complete this research work.

### **3.8.7 Archival Research**

According to Saunders et al (2009), this strategy makes use of administrative records and document as the major source of data. In other words, the researchers attempts to use past records and documents in order to gain an in-depth knowledge about the research. However, the researcher may not be able to get the required information because of issues of confidentiality and as such not be able to provide needed answers to the researchers' questions.

### **3.9 Research Choice**

According to Saunders et al (2009), there are two main research choices namely mono method and the multiple methods respectively; the latter is further divided into the multi-method and mixed method. The multi-method refers to a method where a combination of more than one data collection method is used along with other analytical techniques while the mixed method approach makes use of both quantitative and qualitative data collection techniques as well as using both quantitative and qualitative analysis procedures.

A mono-method of data collection will be used because it is considered as the appropriate method for the purpose of this research. This means that a single data collection method and data analysis technique will be used for data analysis (Saunders, Lewis and Thornhill, 2009). The researcher will use only quantitative techniques. The mono method will utilise the data collected from the survey conducted on the employees of the chosen organisation for analysis of the relationship between employer branding and attracting and retaining employees. The opinions of the subjects will be very important to this research.

### **3.10 Time Horizon**

This has to do with the time it will take to complete this research. The fact is that there is always a time frame attached to majority of academic research projects and as such has an effect on the time available to undertake the research work.

According to Saunder et al (2009), the time horizon is divided into two namely; the cross-sectional studies and Longitudinal studies respectively. The longitudinal studies take a longer period to complete and achieve the researchers' objective. It has the capacity of studying variables like change and development. The researcher has control on the variables and there is enough time to effectively study them. On the other hand, the cross-sectional study involves the study of a particular event at a particular period of time; it is therefore useful for most research works in academic courses. The cross-sectional study type will be applied in this research due to the limited time for the completion of the dissertation. This implies that employer branding will not be studied for a long period of time. The cross-sectional method of study usually utilise the survey strategy and it seeks to study a particular scenario at a particular period of time or specific time frame.

### **3.11 Research Design Method**

There are different types of research and methods available. Despite that this chapter is mainly concerned with primary research methodology, it is worthy of note at this juncture that secondary sources of data such as journal, textbooks, internet as well as other publications were used for the literature review. Therefore, to have a fair view of the relevance of employer branding in attracting and retaining employees in the Nigerian brewery industry, the researcher saw the need to obtain the opinion of the employees in Nigeria Breweries plc (Ota Brewery) and concluded that a questionnaire survey for the employees of the organisation is most appropriate.

### **3.12 Population and Sample**

According to Asika (2006), a population is made up of ‘all conceivable element, subjects or observations’ relating to a particular event of interest to the researcher while Bryman and Bell (2011) claim that a population is composed of a galaxy of ‘units’ out of which the researcher can select a sample. On the other hand, a sample is a fragment of the population that is selected for investigation and the process of drawing samples out of a population is known as sampling while a sample frame is simply as the working population. In other words, it is the part of the population that is actually used for the purpose of sampling. (Bryman and Bell, 2011, Asika (2006)

There are different sampling techniques that can be used and they are classified into two major types which are probability sampling and non-probability sampling techniques respectively. The probability sampling is a technique where each element of the population has equal chances of being selected by the researcher and it is most likely that the samples selected will be representative of the population while the non-probability sampling technique is a technique in which some elements have more chances of being selected than others. In other words, there is no guarantee of randomness (Asika, 2006). Furthermore, Saunders et al (2009) agrees that the probability sampling method gives all elements equal chances of being selected from the population and further claims that sampling techniques provide ‘a range of methods that helps the researcher to reduce the amount of data that he or she needs to collect by giving consideration solely to data from a sub-group rather than all possible element’.

The probability sampling technique can be sub-divided into different types namely; simple random sampling, systematic sampling, stratified sampling and cluster sampling while the non-



probability sampling technique is of three main types namely convenient sampling, quota sampling as well as judgment sampling.

The researcher will employ the random sampling technique where respondents will be carefully selected since it is not feasible to test the entire member of staff of the organisation giving consideration to the time frame and amount of funds available. The random sampling method is very appropriate for this research work and the selected participants would be a true representation of the employees of Nigerian breweries plc.

The sample frame for this research would be the senior and junior staff from Nigerian Breweries plc (Ota brewery). This is because the researcher wants to examine the reasons why the senior staff with years of experience chose to stay in the organisation as well as what attracted the junior staff to the organisation.

### **3.13 Research population**

The research population is the senior and junior staff of Nigerian breweries plc (Ota breweries)

### **3.14 Sample size**

The researcher would sample the senior staff to find out the relevance of employer branding in retaining employees as well as the junior staff to find out the relevance of employer branding in attracting employees to the organisation. The sample size that will be used is 100 respondents consisting of both senior and junior staff

### **3.15 Element**

The element of a population is the subject on which the measurement is being carried out. In this case, the element is the senior staff and junior staff of Nigeria breweries plc (Ota brewery)

### **3.16 Sampling Unit**

This is the totality of element about which we need to make inferences. A total number of 100 respondents will be surveyed and it consists of 45 senior staff and 55 junior staff.

### **3.17 Data Collection**

Having obtained permission to enter the premises of the organisation for the purpose of administering questionnaire, the researcher will administer the questionnaire to the employees and the data collected will be analysed using quantitative methods as discussed earlier in this chapter.

### **3.2 Data Analysis**

Once all the questionnaires are received, the answers to the questions would be collated and analysed. The research will employ charts and percentages in the presentation of data while the hypothesis will be tested for statistical significance using the Chi-square method. The level of significance is the level of risk that the researcher is prepared to take by concluding that there is a relationship between two variables in the population when there is actually no relationship existing between them. In other words, we need to know whether our findings can be generalised to the population where the sample was selected. (Bryman and Bell, 2011)

#### **3.2.1 Correlation Analysis**

Correlation analysis comprises of techniques used to measure the association between two variables while a coefficient of correlation describes the strength of the relationship between the variables. The coefficient of correlation is often referred to as the Pearson Product Moment Correlation and it is used to establish how confident the researcher can be as to the relationship existing between the two variables in the population. If there's no relationship at all between the

two variables, the coefficient of correlation will be zero (Lind. D, Marchal.W, and Wathen.W, 2006).

The full details of the results of the analysis are shown in the next chapter.

### **3.3 Ethics**

According to Saunders, Lewis and Thornhill (2009, p. 184), ethics relates to “the appropriateness of one’s behaviour in relation to the rights of those who become the subject of your work or affected by it” while research ethics on the other is concerned with conducting research in a morally acceptable and responsible way.

The information obtained through the questionnaire will be used solely for the purpose of this thesis, the rules and regulations of the organisation will also be strictly adhered to and subjects will be given detailed information about the purpose of this research.

The identities and feedback received through the survey will be kept as confidential. The data will be protected using password in case the online survey is preferred while documents or questionnaires received by hand or post will be kept in a secured place during the research process. The documents will be neatly disposed after the conclusion of the research so as to protect the confidentiality of the information received.

According to Saunders, Lewis and Thornhill (2009), “confidentiality and anonymity” may be important in gaining access to the organisations and employees and it is easily done in quantitative research.

It will be ensured that participation by the subjects is voluntary and it will not disturb them in any manner.

### **3.4 Limitations**

The research requires physical and mental effort; therefore, time horizon as well as financial constraints frame can be a limiting factor. The attitudes of the employees can also be a limiting factor; this can be due to the lack of trust in the researcher. It is therefore the duty of the researcher to build their confidence by assuring them that the research would not cause any harm to them.

Furthermore, gaining access to the organisations premises can sometimes prove difficult because of the fear that the employees might leak vital or confidential information that may have effect on the organisations image.

Nigerian organisations and their employees, for example, are sometimes pessimistic with regards to social science research and this issue according to Asika (1991) is caused by insufficient or lack of information about the benefits of research in the social sciences. Therefore, they do not see the relevance to organisations and the industry as a whole.

This research seeks to study the correlation between employer branding and attracting as well as retaining employees in the Nigerian brewery Industry. The Nigerian breweries plc is selected because it is regarded as the market leader in the industry according to reports by Corporate Guides International (2010). The responses of the employees of this company are vital to the accomplishment of this research.

### **3.5 Conclusion**

This chapter described the process of carrying out research and the fact that there had been no previous studies conducted on the relevance of employer branding in attracting and retaining employees in the Nigerian brewery Industry, a comprehensive study is therefore needed.

## **CHAPTER 4**

### **DATA ANALYSIS**

#### **4.1 Introduction**

This chapter analyses the data collected from senior and junior staff working in the Ota Brewery to identify if employer brand play a significant role in retaining employees and reducing the employee turnover. The literature review identified that employee turnover is a significant problem in Nigerian Brewery industry. The data analysis test whether employer brand affects the employees' intention to quit the organisation. The quantitative data collected are analyzed using SPSS. To analyze the data using SPSS the data collected were coded and entered in SPSS. As the first step to data analysis descriptive statistical analysis of the variables are done to understand the distribution of variables. Descriptive statistics measure the measures of central tendency, measures of dispersion to understand the variable numerically and use figure to understand the distribution of variables. Inferential statistical technique of Pearson Correlation Coefficient is used to test the hypothesis.

#### **4.2 Descriptive Statistics**

To understand the characteristics of the data a descriptive analysis is done calculating the measure of central tendency and measures of dispersion and using charts and graphs. The descriptive statistics section is divided into two sections based on the responses obtained from senior staff and junior staff in Ota Breweries.

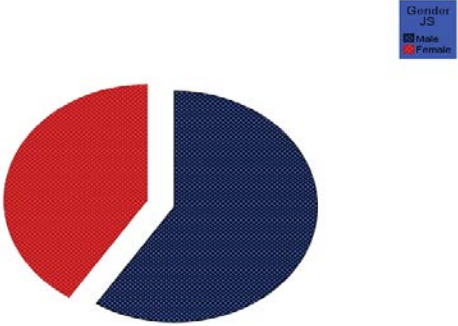
##### **4.2.1 Junior Staff**

The demographic variables such as gender, age and years of experience of respondents are shown in figures below.

Gender JS					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	29	59.2	59.2	59.2
	Female	20	40.8	40.8	100.0
	Total	49	100.0	100.0	

**Table 1: Gender Frequency Distribution**

The percentage of male respondents in the junior staff was 59.2% and the percentage of female respondents in the junior staff was 40.8%. Given below is the pie chart showing the distribution of male and female respondents in the junior staff category. The number of male participants was higher than the female respondents.



**Figure 5 Gender Pie Chart**

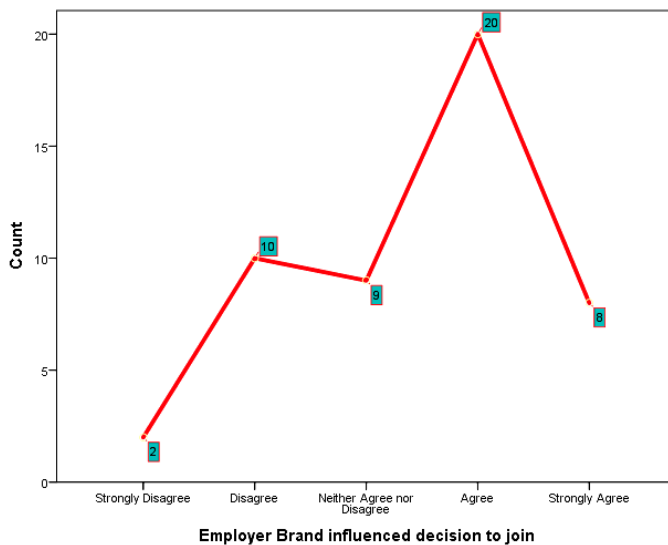
Statistics							
		Employer Brand influenced decision to join	Location influenced decision to join	Opportunity for Development	Perceived reward System	Attracted to Brand Image	Attracted to CSR
N	Valid	49	49	49	49	49	49
	Missing	0	0	0	0	0	0
Mean		3.45	3.49	4.10	3.82	3.94	3.39
Median		4.00	4.00	4.00	4.00	4.00	4.00
Mode		4	4	4 <sup>a</sup>	4	4 <sup>a</sup>	4
Std. Deviation		1.119	1.102	1.005	1.093	1.008	1.115
a. Multiple modes exist. The smallest value is shown							

**Table 2: Descriptive Statistics Junior Staff**

The mean, median mode and standard deviation of the variables that test the factors that attract and retain employees in the Nigerian brewery industries are shown in the above table. The variables that determine employees' decision to remain in Nigerian brewery industries tested are Employer Brand, Location, opportunities for development, perceived reward system, Brand Image and corporate social responsibility. The mean, median and mode for employer brand attraction are 3.45, 4 and 4 respectively. This shows employees' agreed to the statement that

employer brand attract employees to their organisation. The location of the organisation has a mean, median, mode score of 3.49, 4 and 4 respectively.

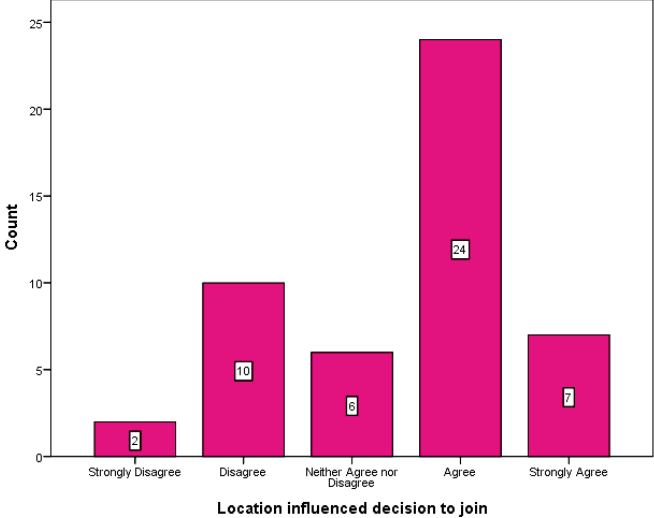
Opportunity for development has a mean, median and mode of 4.10, 4 and 4 respectively. Perceived reward system has a mean, median and mode of 3.82, 4, 4 respectively, brand image has a mean, median and mode of 3.94, 4 and 4 respectively and corporate social responsibility has a mean, median and mode of 3.39, 4 and 4 respectively. Although all respondents who were junior staff agreed to the importance all the 6 variables in joining an organisation, the highest mean scores are for opportunity for development, brand image and perceived reward system showing these are the main factors employees in the brewery industry consider when joining organisation. The responses obtained for these 6 variables are given below in the form of graphs.



**Figure 6 Line Graph for Employer Brand Influence**

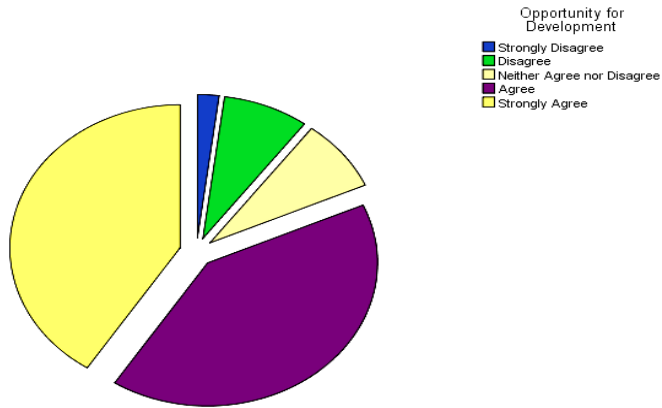


Figure 6 shows the frequency for responses obtained from junior staff on the influence of employer brand image of an organisation on the decision to join. The line graph shows that the maximum respondents agreed that employer brand influenced decision to join.



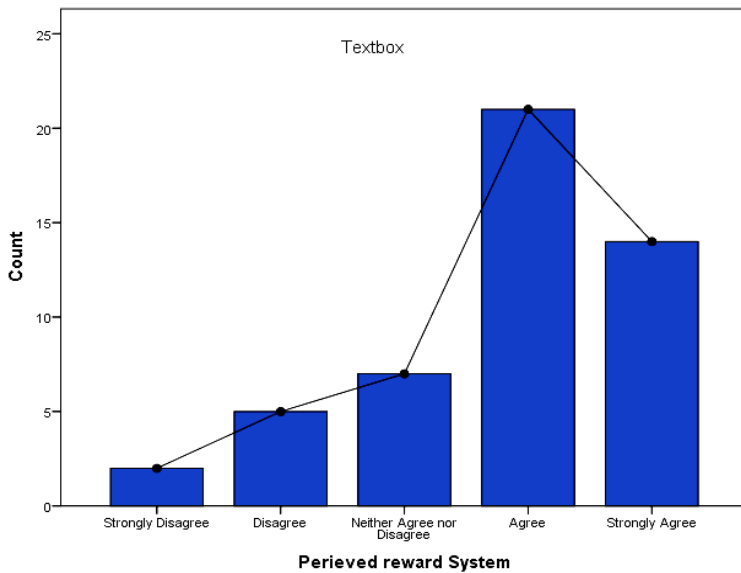
**Figure 7 Bar chart on the influence of Location**

The bar chart shown on figure 7 shows that location influences the decision of junior employees to join an organisation. When 24 respondents agreed to the statement that location influences their decision to join. The next highest response was obtained for disagreed.



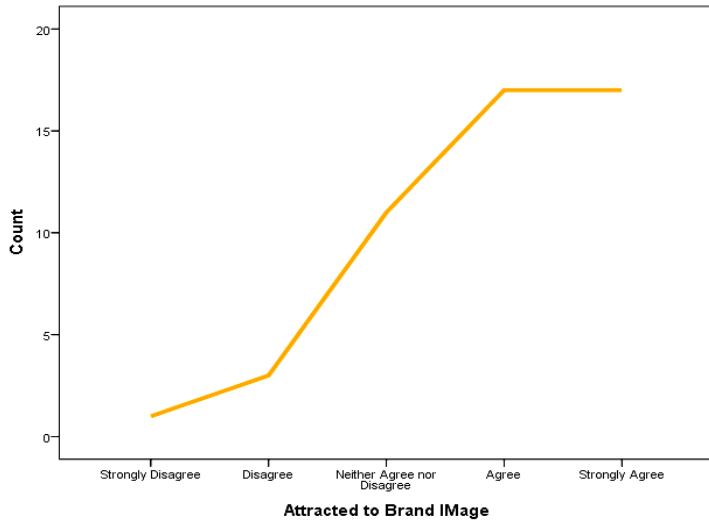
**Figure 8 Pie Chart on the influence of opportunity for development**

Figure 8 shows the influence of opportunity for development in the decision of junior staff to join organisation. The result shows that Majority of the respondents either agreed or strongly agreed to the statement that opportunity for development is a major factor that influences their decision to join an organisation.



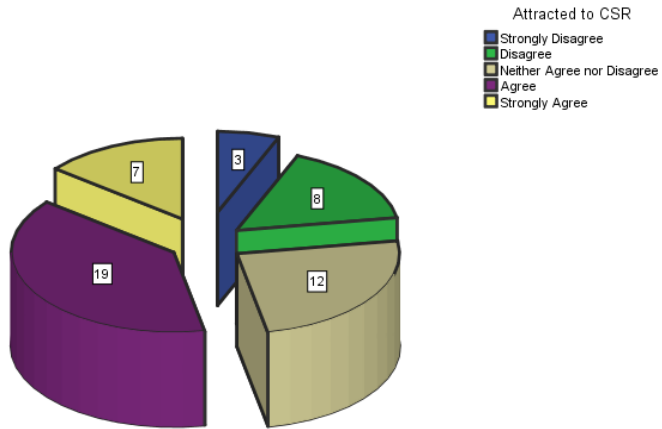
**Figure 9 Bar chart on perieved reward system**

The above bar chart on the influence of perceived reward system on the decision to stay on the organisation shows that majority of the respondents either agreed or strongly agreed that reward system is a major factor in an organisation that influence their decision to stay.



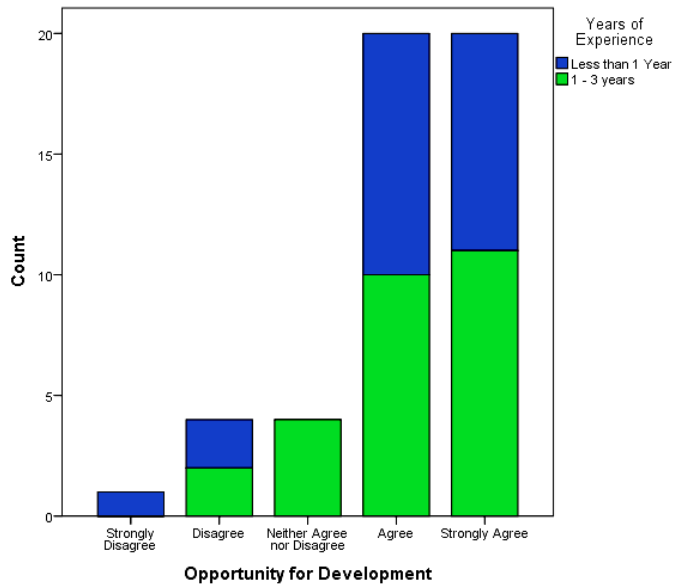
**Figure 10 Line graph on influence of brand Image**

The above line graph shown the responses obtained by the junior staff on the influence of brand image on their decision to work for an organisation. Majority of the respondents strongly agrees to the attractiveness of brand image in retaining employees to the organisation. This shows that brand image is a major factor that influences employees to decision to stay in an organisation. Organisations can adopt strategies to improve their brand image to attract and retain employees to the organisation.



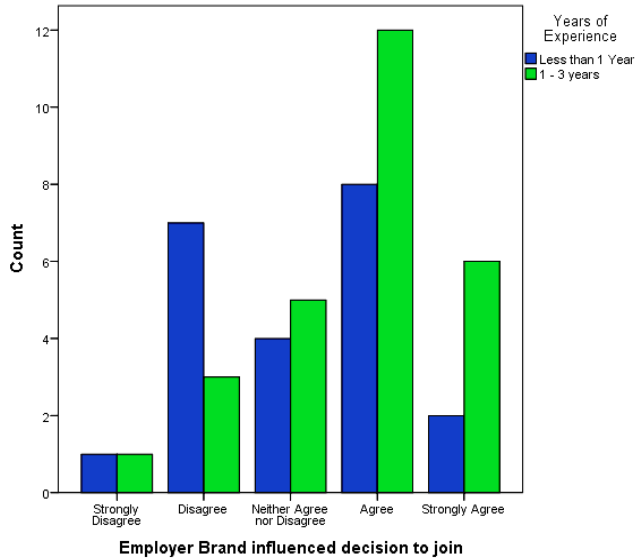
**Figure 11 Pie chart on influence of CSR**

Figure 11 shows the influence of corporate social responsibilities on the decision to continue in the organisation. Although highest respondents agreed to the statement, the second highest score was for neither agrees nor disagrees. This shows that although some employees value corporate social responsibility in organisation it is not a major factor that influence the employees' decision to continue in organisation.



**Figure 12 Response to opportunity for development based on experience of junior staff**

Figure 12 evaluates the responses obtained for opportunity for development based on the years of experience of the respondent. Majority of the respondents who stated that opportunity for development is a major factor influencing their decision to join an organisation were people with 1-3 years of experiences. Only few Respondents with less than 1 years' experience disagreed to the statement that opportunity for development is not a major factor in joining an organisation. Equal number of respondents strongly agreed and agreed to the statement



**Figure 13 Response to employer branding based on years of experience of junior staff**

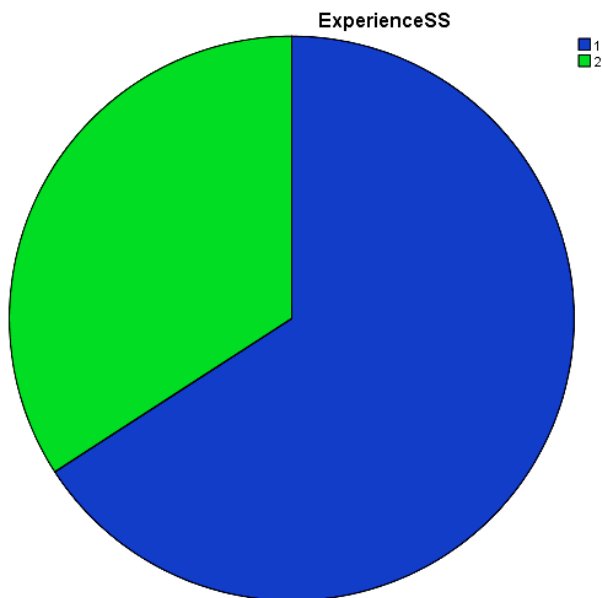
The above figure shows the distribution of respondents' opinion on the influence of employer brand on the decision to join an organisation. Among the respondents who strongly agreed to the influence of employer brand on their decision to join organisation majority were junior staff with 1 -3 years' experience.

#### 4.2.2 Senior Staff

Years of Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5-10 years	27	65.9	65.9	65.9
	Above 10 years	14	34.1	34.1	100.0
	Total	41	100.0	100.0	
Total		41	100.0		

**Table 3: Experience Frequency Senior Staff**

The above table 3 shows the frequency table for senior staff respondents with 5 to 10 years' experience and participants with experience of above 10 years. 65.9 % of the respondents who were senior staff were with 5 to 10 years of experience and 34.1% of the respondents who were senior staff were with more than 10 years' experience. The division of senior staff based on their experience is shown in the below pie chart.



**Figure 14 Pie chart of years of experience of senior staff**

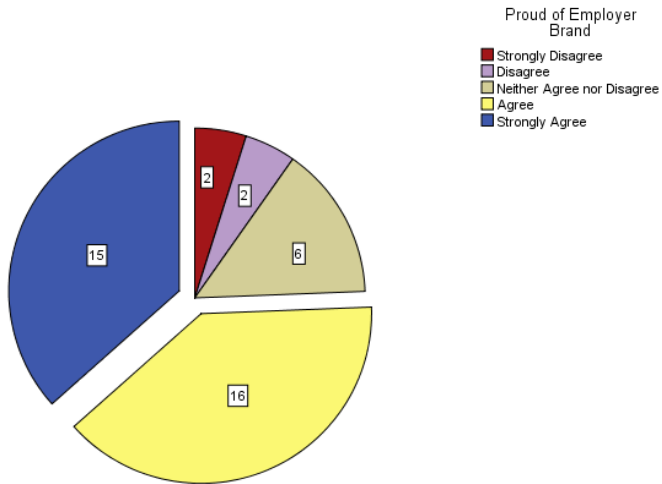
The above pie chart shows that the number of senior staff respondents participated; the respondents with 5 – 10 years' experience were slightly higher than respondents with more than 10 years' experience. 1 denotes respondents with 5-10 years' experience and 2 denotes senior staff with more than 10 years of experience.

Statistics							
		Proud of Employer Brand	Management Style	Job security	Stay in Org for next 5 yrs	Truthful	Interpersonal Relation
N	Valid	41	41	41	41	41	41
	Missing	0	0	0	0	0	0
Mean		3.98	3.95	3.85	3.51	3.98	3.95
Median		4.00	4.00	4.00	3.00	4.00	4.00
Mode		4	4	4	3	4	4
Std. Deviation		1.084	.865	1.108	.840	.987	.865

**Table 4: Senior Staff factors that influence in retention**

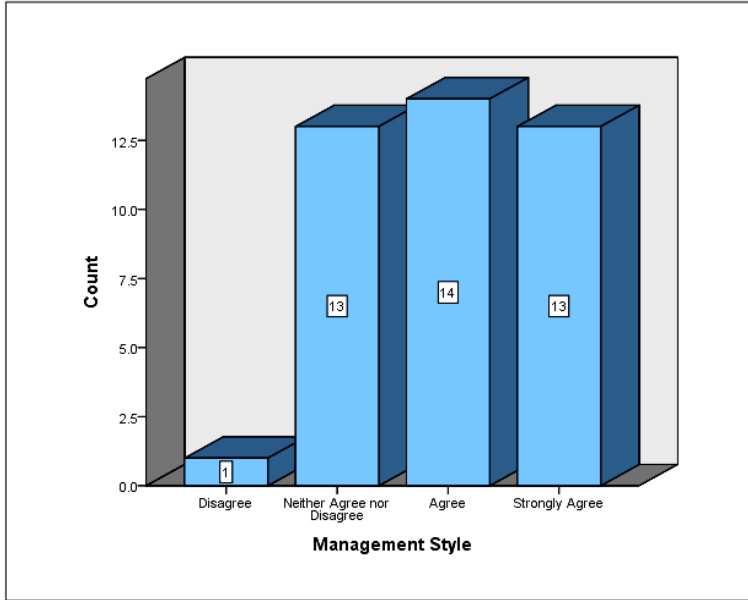
The respondents agreed to the statements that they are proud of their organisations employer brand and management style, job security, truthfulness and interpersonal relationship are the factors that retain the senior staff respondents in the organisation. However on the statement whether the respondents will continue in the organisation the senior staff respondents were uncertain with a mean, median and mode of 3.51, 3 and 3 respectively. The distribution of the factors that affect the senior staff decision to remain in an organisation is shown in graphs below.





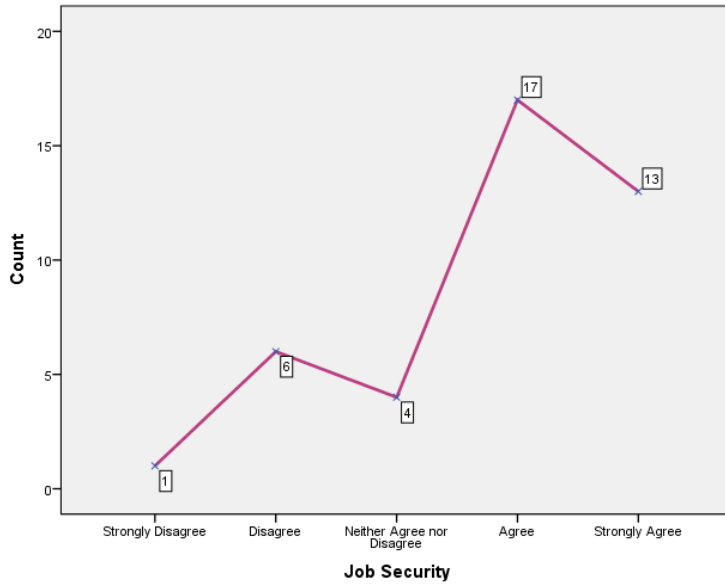
**Figure 15 Proud of Employer Brand**

Figure 15 shows the frequency of responses obtained from the senior staff on the statement whether they are proud of the employer brand of the organisation. The distribution of the responses shows that majority of the senior staff respondent agreed or strongly agreed to the statement.



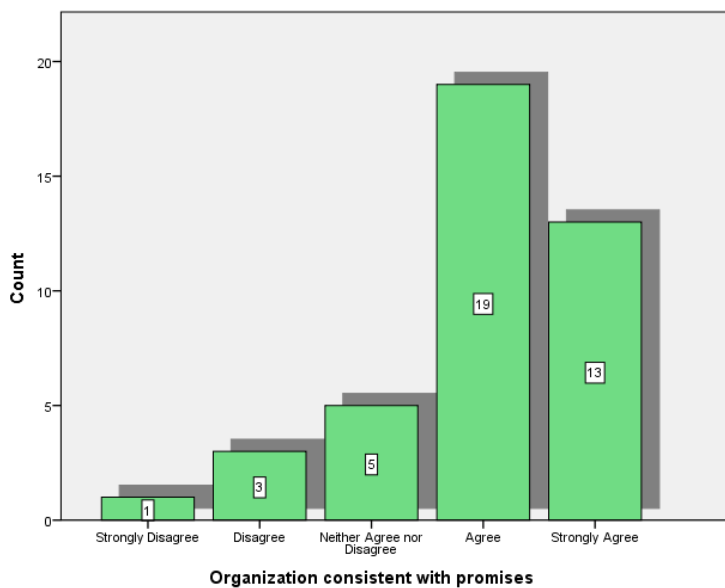
**Figure 16 Influence of management style on decision to stay**

Figure 16 shows the influence of management style on the decision of senior staff to stay in the organisation. The distribution of responses show that management style is a significant factor in the decision to stay as there are almost equal responses to strongly agree, agree and neither agree nor disagree. Only 1 person disagreed to the statement, showing there can be a significant level of influence of management style on the decision to stay in the organisation.



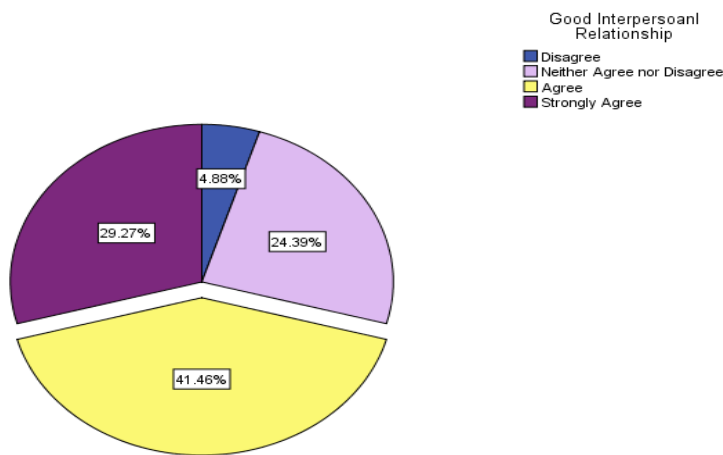
**Figure 17 Job security on decision to stay in organisation**

Figure 17 shows the influence of job security on the decision on senior staff respondents to stay in the organisation. Highest number of respondents agreed to the statement and the second highest responses were obtained for strongly agree. This shows that job security within the organisation is a major factor than influences employees decision to stay in the organisation.



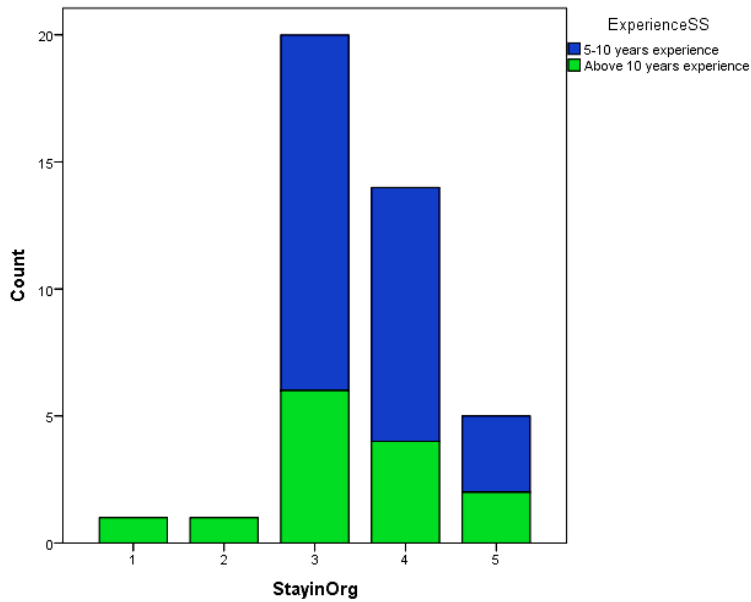
**Figure 18 Organisation consistent with its promises**

Figure 18 shows the distribution of responses for the influence of organisations consistency with its promises on the senior staff decision to stay in the organisation. The majority of the respondent agreed to the statement and the next highest responses were obtained for strongly agree. This shows that majority of the respondents were influenced by the consistency of organisations promises in their decision to stay in the organisation. In other words, most of the respondents agreed that the organisation is true to its employer value proposition.



**Figure 19 Interpersonal relationship**

Figure 19 shows the influence of interpersonal relationship on the senior staffs’ decision to stay in the organisation. Majority of the respondents agreed to the statement and only a minority disagreed to the statement showing interpersonal relationship within the organisation is major factor determining employees’ decision to stay in the organisation.



**Figure 20 Senior staff experience and decision to stay**

Majority of the senior staff respondents with 5 – 10 years of experience and above 10 years of experience were uncertain of whether they will continue in the organisation. The experience in the organisation did not significantly affect the employees’ decision on whether to continue in the organisation or not.

#### **4.3 Pearson Product Moment Correlation Coefficient**

**Hypothesis:** Ho: Employer brand is not relevant to attracting and retaining employees

Pearson product moment correlation coefficient helps to identify correlation between two variables. The variables whose correlation tested are the respondents’ decision to stay in the organisation and the perception of employer brand image.

Correlations				
			Employer Brand influenced decision to join	Company name and Employer Brand Same
Employer Brand influenced decision to join	Pearson Correlation		1	.229
	Sig. (2-tailed)			.113
	N		49	49
Company name and Employer Brand Same	Pearson Correlation		.229	1
	Sig. (2-tailed)		.113	
	N		49	49

**Table 5 Pearson correlation employer brand and influence to join**

Table 5 shows the pearson correlation on the employer brand and the influence to join the organisation among junior staff. The correlation coefficient is 0.229 and the p value = 0.113. Since the p value > 0.05, there is no statistically significant correlation between employer brand and the decision to join the organisation in Junior staff (r = 0.229, n = 49, p = .113).

Correlations			
		Stay in Org	ProudEmployer Image
Stay in Org	Pearson Correlation	1	.398**
	Sig. (2-tailed)		.010
	N	41	41
Proud Employer Image	Pearson Correlation	.398**	1
	Sig. (2-tailed)	.010	
	N	41	41
**. Correlation is significant at the 0.01 level (2-tailed).			

**Table 6: Pearson Correlation employer brand and intention to stay**

Table 6 tests the correlation between the employees' intention to stay and the employer brand image among senior staff. The correlation coefficient shows that employer brand plays a significant role in the employees' decision to stay in the organisation. There is a statistically significant medium positive correlation between employer brand in retaining employees ( $r = 0.398$ ,  $n = 41$ ,  $p = 0.010$ ). This means the when the satisfaction of an employee with the employer brand increases the employees decision to stay in the organisation. Hence the hypothesis that Employer brand is not relevant to attracting and retaining employees can be rejected.

Correlations				
		Work with this organisation for the next 5 years	Management Style	Organisation consistent with promises
Work with this organisation for the next 5 years	Pearson Correlation	1	.517**	.528**
	Sig. (2-tailed)		.001	.000
	N	41	41	41
Management Style	Pearson Correlation	.517**	1	.584**
	Sig. (2-tailed)	.001		.000
	N	41	41	41
Organisation consistent with promises	Pearson Correlation	.528**	.584**	1
	Sig. (2-tailed)	.000	.000	
	N	41	41	41
**. Correlation is significant at the 0.01 level (2-tailed).				

**Table 7: Correlation Management style and consistent promises on decision to stay**

To evaluate other variable that influences the decision of senior staff on their decision to stay in the organisation a Pearson correlation coefficient is used. The results show that the Pearson correlation coefficient of management style and intention to stay in the organisation is .517 and



the p value is .001. This shows that there is a medium statistically significant positive correlation between management style and intention to stay in the organisation ( $r = 0.517$ ,  $n = 41$ ,  $p = 0.001$ ). The second correlation tested was between the consistency of organisational promises made and the intention to stay in the organisation. The correlation coefficient is .528 and the p value is .000. This shows there is a statistically significant positive correlation between consistency of organisations' promises and senior staff decision to stay in the organisation ( $r = 0.528$ ,  $n = 41$ ,  $p = 0.000$ ).

#### **4.4 Findings**

The analysis of the responses obtained from the respondents show that employer brand is a major factor that influence the decision to join. The most important factor that influences the decision of junior staff in the brewery industry is opportunities for development. The availability of better opportunities for development within an organisation can help the organisations to retain their employees since employees value developmental opportunities and chances for career development. The variables Brand Image, employer branding, opportunities for development and perceived reward system were identified as the major components that influences the junior staffs' decision to continue in an organisation. Another major finding from the study is that increase in the job experience increases the value employees put towards opportunity for development and brand image.

On the analysis of factors that influence senior staff on their decision to stay in the organisation show that job security, consistency with promises, management style and the good interpersonal relationships within the organisation are the main factors that motivate senior staff to stay in the

organisation. The management style of the organisation ( $r = 0.517$ ,  $n = 41$ ,  $p = 0.001$ ) and the organisations' consistency with their promises ( $r = 0.528$ ,  $n = 41$ ,  $p = 0.000$ ) play a significant role in the senior staff decision to stay in the organisation. The influence of employer brand to join an organisation is significantly related to Opportunity for development ( $r = 0.310$ ,  $n = 49$ ,  $p = 0.030$ ) Corporate Social Responsibility ( $r = 0.342$ ,  $n = 49$ ,  $p = 0.016$ ) of that organisation. This shows that the members of junior staff are of the belief that a good employer brand provides better opportunities for development and shows good corporate social responsibility.

In Nigerian Brewery Industry, where employee turnover is a significant cause of concern, identifying the factors valued by the employees can help organisations to adopt suitable strategies to retain employees. Based on the analysis, to retain employees, organisations may adopt strategies to improve the opportunities for development, improve the reward system, create proper brand image and implement employer branding strategies to retain employees as these factors are valued by the employees in the Nigerian brewery industry. Strategies to build a strong employer brand in the Nigerian brewery organisation might work as there is a statistically significant correlation between employer brand and the intention to stay in the organisation among senior staff ( $r = 0.398$ ,  $n = 41$ ,  $p = 0.010$ ). However the research failed to identify any relationship between employer brand and attractiveness to an organisation in junior staff ( $r = 0.229$ ,  $n = 49$ ,  $p = .113$ ).

## **CHAPTER 5**

### **Conclusion and Recommendations**

This study investigates the role of employer branding in attracting and retaining employees in the Nigerian Brewery industry. Employees in Ota Brewery were surveyed to understand the factors that influence their decision to join an organisation and influence their intention to continue in that organisation. The factors which were examined include employer brand, perceived reward system, location of organisation, opportunity for development, brand image, corporate social responsibility, management style, job security, consistency with promises and good interpersonal relationships within the organisation.

The survey of employees in Nigerian Breweries Plc (Ota Brewery) showed that employer branding plays a major role in the decision of employees to join an organisation and decision to continue in that organisation. This chapter first provides a recapitulation of the central findings of the study. Secondly it opens a discussion on the practical implications of the results from the study. Next it provides the limitations to the research and finally the research closes with some concluding remarks

#### **5.1 Recapitulation of Findings**

The survey of the employees in Nigerian breweries Plc indicate that employer Brand, opportunity for development, perceived reward system and corporate social responsibility of the organisation attract them to an organisation. Opportunity for development is the variable considered most important by the employees. If an organisation can provide better opportunities

for development it can help the organisation to retain its employees thereby reducing the employee turnover. The survey of the senior staff in Nigerian brewery showed that management style, job security, consistency of organisation to its promises and good interpersonal relationship influence the decision of senior staff to stay in the organisation.

The research examined whether employer brand is relevant in attracting and retaining employees. The responses obtained from the senior staff on the employer brand image of their organisation and the intention to stay in the organisation show that there is a statistically significant positive correlation between the employer branding and the intention to stay in the organisation employees ( $r = 0.398$ ,  $n = 41$ ,  $p = 0.010$ ). This means the better the employer brand it increases the employee's willingness to stay in the organisation there by reducing employee turnover. Therefore employer branding is relevant in attracting and retaining employees. Employer Branding is considered to be effective when the organisation is consistent with the promises its makes through employer branding (Krishnan, 2014). This is confirmed to be true in the analysis as there is statistically significant positive correlation between employer brand and consistency with organisational promises organisation ( $r = 0.528$ ,  $n = 41$ ,  $p = 0.000$ ).

The research also identified statistically significant positive correlation between employer brand and opportunity for development ( $r = 0.310$ ,  $n = 49$ ,  $p = 0.030$ ) and employer brand and its corporate social responsibility ( $r = 0.342$ ,  $n = 49$ ,  $p = 0.016$ ). This shows that the employees in Nigerian brewery directly relate good employer branding to better opportunities for development and good corporate social responsibility. The management style, organisations performance consistence to its promises and employer brand the three main factors that affect the decision of senior staff to continue in organisation. The employees' intention to continue in an organisation was positively correlated to the management style of the organisation and the organisation honest

with its promises. This shows that effective employer branding can be a solution to the increased employee turnover in Nigerian Brewery industry.

## **5.2 Practical Implications**

The study found that employer branding is necessary to attract and retain talented employees within the organisation. An organisation that provides opportunities for development, corporate social responsibility, attractive management style, proper job security and consistent with their promises spread through employer branding is seemed to be attractive to the employees in the Nigerian Brewery industry. Proper employer branding increases the chances of senior staff continuing in the organisation. In the current position, employees were not willing to continue in the organisation. A correlation analysis showed that good employer branding positively influenced the employees' decision to continue in the organisation. Based on the analysis it is wise for organisations to invest in proper employer branding strategies to reduce the current employee turnover in the Nigerian Brewery Industry.

The research suggests that employer branding can be the solution to the current employee turnover problems in Nigerian Brewery industry. Understanding of the quality of work environment expected by the employees in the Nigerian Brewery industry can be benefit Nigerian breweries to implement employer branding strategies based on their needs. The areas to focus on the employer branding to meet the demands of the talented employees in the Nigerian brewery industry is to ensure the consistency of employer brand advertised to the public and the internal activities, opportunities for development, fair reward system, supportive management style and job security. The management style is part of the culture of an organisation which takes time to develop and developing an appropriate organisational culture is essential in attracting and retaining talented work force.

### **5.3 Limitations of the research**

One major limitation to the research was the sampling size and the sampling population. Considering the large size of the employees working in the Nigerian Brewery Industry, 49 of junior staff and 41 of senior staff in Ota Brewery may not be sufficient to represent the entire population and this questions the generalisability of the findings from the study. Therefore, to form a reasonable basis for the conclusion, the sample could have been chosen from different organisations in the Nigerian Brewery Industry and this would have enabled the researcher to form more conclusive results on the study. Furthermore, the time frame required to complete this work does not allow for more in-depth research into the subject matter.

### **5.4 Future Research Recommendations**

Based on the current research, the future research recommendation is to broaden the sample of participants for the study so as to understand the perspective of employees working in different organisations in the Nigerian Brewery Industry. More accurate results can be obtained if the sample of participants can be increased. The research conducted on Ota Brewery cannot be generalized to other organisations in Nigerian Brewery Industry. This study mainly focused on the use of employer branding in reducing employee turnover in the Nigerian Brewery Industry. A more structured questionnaire can bring more understanding to the situation and expectations of employees and the causes of employee turnover.

### **5.5 Conclusion**

From the foregoing, employer branding is important and very relevant in attracting and retaining employees in the Nigerian Brewery Industry and the research work has been able to answer the research questions as well as achieving the objectives of this research work. The organisations'

name and image are important factors while other factors considered important by the employees in the Nigerian Brewery Industry are opportunity for development, corporate social responsibility, management style and organisations' consistency with its promises. This result agrees with the comment by Shivaji et al (2013) that an employer brand is the sum total of all features that both prospective and current employees think about an organisations' 'employment experience' and that such experience include 'tangibles' such as salary, rewards and benefits as well as 'intangibles' such as organisational culture, management style and growth opportunities. These variables have to be given importance when building a proper employer brand as they are valued by the employees in the Nigerian brewery industry.

Better employer branding strategies influence the decision of employees to apply and stay in an organisation while adequate employer branding can also reduce the employee turnover and attract competent employees to the organisation.

## **CHAPTER 6**

### **SELF REFLECTION**

#### **6.0 Self Reflection on learning and Skill Development**

This chapter seeks to appraise my personal development plan as well as an overview of the progress made in meeting personal goals and objectives over the course of the MBA program. Self reflection gives the researcher the chance to look back and review what he or she has learnt and achieved as well as the challenges faced during the research work (Saunders et al, 2009). In addition, this aspect gives a detailed account of the academic and professional skills that I had at the beginning of the MBA program and the additional skills I have acquired at the end of the program.

#### **6.1 Learning Outcomes**

On the one hand, I believed that research in social sciences is a joke and waste of time. I considered as irrelevant to my course of study and that students only take up research work because it is a compulsory aspect of the whole MBA program. But today, I have realised that I got it all wrong because I have seen the importance of research work in an MBA program.

On the other hand, I also thought that choosing a research topic was the easiest thing to do but I was also wrong. In fact, I can say it is the most difficult because it is so tasking that one can come up with numerous topics every day because a lot of effort is put into finding a topic that is both researchable and interesting. At this juncture, I wish to state that it is quite interesting that my final choice of topic changed at the proposal stage from what I initially intended. This is because the topics I had in mind were too wide. Moreover, considering the fact that I only have a limited time to complete the research work, I came up with a researchable topic that could be completed within the time frame.



Once the proposal to commence this research work was approved, I started searching and compiling materials especially for the introduction and literature review aspects of the thesis. I came across a wide range of materials during the process of rigorous search and was flooded with relevant, semi-relevant as well as irrelevant materials so I had to sort out the most suitable materials for my research work. This process not only improved my search skills but also developed in me a keen interest in research. I also found out that carrying out research itself comprises of different steps and I heard for the first time a term known as the 'research onion'. I also have learnt more on how to link theory with practice.

The research philosophy is one of the stages in the research onion and adopting a research philosophy was also very tasking even though it looked like the simplest thing to do. During the review of the different philosophies, it is very easy to get confused because some of them share a bit of what you intend to achieve but at the end, I was able to conclude on the most appropriate one for me.

Another interesting aspect was the design and administration of the questionnaire. Before now, I was of the opinion that designing a questionnaire is all about writing down few questions and options but I have now realised that constructing a questionnaire requires techniques and it must align with the purpose of the research as well as the research questions or the research hypothesis. In the same vein, the administration of the questionnaires was a major challenge. Despite that I have permission to enter the premises of the organisation; it was a bit difficult to get good response especially from the senior staff of the organisation. It took a lot of persistence and plea by the researcher to get enough responses from the survey.

Lest I forget, the college library played a very important role during the course of this research work. The library provided an opportunity to use different tools to search for materials relating to my research topic. Such tools include databases such as Emerald, EBSCO, My Athens and Dawsonera. The various library electronic resources were also very useful in searching for current academic journals and articles that are relevant to my topic of discourse. I also had access to past dissertations which gave me a guide on how to carry out the research work.

Here, it is worthy of note that my quest for information made me stumble on different materials, in fact, I had to move out of my discipline into other fields in the social sciences in order to get some important information. Some materials provided information of the broad or general topic but I needed materials that are more specific to my area of research work. For instance, I found many materials on branding but I was more interested in employer branding as a topic from the Nigerian perspective. Employer branding is a recent area in the field of human resources that has its roots from marketing and even though I had previous knowledge of consumer branding, I had no prior knowledge of employer branding.

## **6.2 Learning Style**

Learning can be described as a process in which “knowledge is created through the transformation of experience” (Kolb 1984). In other words, learning can be seen as an on-going quest for knowledge that comes through experience.

Learning style connotes how individuals acquire and process information and its aim is to better understand what needs to be done in order to assist people to learn since it is a known fact that human beings are unique and thus learn in different ways (Kolb 1984). Additionally, he noted that trying to study individual styles of learning can be very complex because they are not easily classified.

According to Bild and Martensson (2008), one method that can be used to investigate an individual's preferred learning style is through the use of the learning styles questionnaire. At this juncture, it is worthy of note that many scholars have developed different learning style questionnaires in order to analyse individual learning but I will use two learning style questionnaires namely Honey and Mumford test as well as the Kolb's learning style assessment.

On the one hand, through the Honey and Mumford's test, it was found that the learning style of the researcher is that of a pragmatist. The pragmatist is willing to try new ideas, theories as well as techniques in order to see whether they work in practice. Also, a pragmatist is down to earth, makes practical decisions and there is a real possibility of being impatient with open-ended discussions.

On the other hand, using the Kolb's learning style assessment, it was discovered that the researcher has a learning style of a theorist. Theorists try to tackle problems in a vertical, step by step and logical way. They like to analyse and synthesise issues as well as having a philosophy that is based on rationality and logic. In addition, theorists tend to maximise certainty and reject subjective and ambiguous judgments.

These learning styles were manifested in the way the researcher approached the research work as well as individual and group assignments during the course of the program.

### **6.3 Writing Style**

Prior to starting this MBA program, I did not know that there are techniques involved in writing and I just approached my assignment and examinations the way I felt without giving

consideration to any style. A writing style describes the manner in which a writer presents his or her opinions or ideas to the prospective audience in a unique way (Learnnc.org, 2014).

Writing at the master's level is quite different from that of the undergraduate level because it must be very clear, structured, concise and fluent. It also involves the use of correct choice of words that is fit for purpose. I have now learnt a lot about how to present my ideas in a better way through this MBA program. In addition, I never knew the importance of referencing before starting this MBA program but now I have realised that it is very important in the academic arena because I was well tutored on the reason why proper referencing is important as well as the various types of referencing during the course of the program. In fact, before commencing the MBA program, I was only familiar with the American Psychological Association (APA) style of referencing because it was the preferred referencing style for social science research projects in Nigerian universities but my eyes are now open to other styles during my program by members of staff of the college library. The Harvard referencing style is the preferred referencing format for the students of Dublin Business School and I have adapted myself to using this style of referencing.

#### **6.4 Masters Experience**

There is no gainsaying the fact that embarking on a master's program is one of the biggest challenges I have ever taken up in recent years; in fact, it is the most ambitious step taken in my whole life. The program has been an eye-opener for me because I now view the world in a different way as well as being able to relate theory with practice.

I am of the belief that the whole MBA program revolves around making decisions. It is often said that managers are paid to make decisions and this program has given me a solid background on how to make quality decisions in any situation. I have also acquired necessary skills to be able

to contribute positively in terms of analysing and solving complex organisational issues when I am given any managerial role in any organisation in future.

Furthermore, the MBA course work which is a combination of individual and group assignments as well as presentations and oral interviews has really helped to improve my interpersonal and analytical skills. Even though I never liked to face the crowd, a series of presentations has really helped to boost my confidence and will surely be most useful for future managerial roles.

At this juncture, I also wish to mention that I was never interested in group assignments because I had the belief that was is an individual thing but as time passed, I was involved in group assignments and I was able to see reasons why it is important to work in groups and I learnt a lot from other group members both academically and culturally. Today I am confident that I will be able to work well in teams and make meaningful contributions to achieve goals and objectives.

### **6.5 Data Analysis**

Having decided to utilise quantitative techniques for data analysis, I thought I would never need to make use of the statistical package for social sciences (SPSS) software to analyse the data from the primary research because I was interested in using a more familiar method. Eventually, I opted for it, took time out to learn more on how to use the software and found it quite interesting and fast even though it was a bit complex. This knowledge will help me in future research works.

### **6.6 Time Management**

Time management involves proper planning and scheduling of tasks. The ability is effectively and efficiently manage time is not the most easy task to perform and its importance to our daily lives cannot be over-emphasised. Even though I worked very hard to achieve my objectives, I

still lacked efficiency in achieving them; in fact, I struggled to meet up with deadlines. This MBA program has really helped me in prioritizing which in-turn helped me in meeting submission deadlines for assignments.

## **6.7 Skills**

Over the course of the MBA program, I have been able to acquire new skills as well as improve on existing skills. Such skills include but not limited to:

### **6.7.1 Cognitive skills**

Upon completing the MBA, I am able to

- Think critically and rationally in relation to analysis of issues
- Reason and deduce facts from relationships between variables
- Pay attention to details and effectively process visual images

### **6.7.2 Research and Investigative Skills**

Upon completion of the MBA program, I am able to

- Conduct proper researches on business and management issues with a view to providing solutions
- Critically investigate and proffer solutions to any problems emanating from within my organisation

### **6.7.3 Communication and Interpersonal Skills**

Upon completion of the MBA program, I will be able to

- Communicate effectively both orally and in writing
- Be a good listener with the ability to persuade and influence others

## **6.8 Looking into the future**

Having acquired a broader academic and personal knowledge, I sincerely believe that I am adequately equipped to face the rigours of the real world as well as having a competitive advantage in the labour market. In addition, adequate prioritising and time management has become a huge part of my everyday life.

At this juncture, I wish to affirm that the learning outcomes from the MBA program are numerous but the most important ones are improved writing, communication and time management skills respectively.

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## **APPENDICES**

**Cover Letter**

**Research Questionnaire**



Oluwasola Ilesanmi

Dublin Business School

Student No: 1773525

24 April, 2014

Dear Sir/Madam,

I am a student of Dublin Business School, Ireland and presently completing an MBA in Business Management program. I am conducting a research for my thesis.

The research topic is “The relevance of employer branding in attracting and retaining employees in the Nigerian Brewery Industry”.

I would appreciate your help in filling this questionnaire which would take only 3-5 minutes.

All responses will be treated with extreme confidentiality and please do not write your name of the sheets.

Thanks for your cooperation

## **SURVEY FOR JUNIOR STAFF**

### **SECTION A**

#### **1. GENERAL SECTION**

##### **GENDER**

- Male
- Female

##### **AGE**

- Below 30
- 31 – 40

##### **YEARS OF EXPERIENCE**

- Less than 1 year
- 1- 3 years

### **QUESTIONS ON EMPLOYER BRANDING IN ATTRACTING EMPLOYEES (Ranked from 1- Strongly disagree to 5- Strongly agree)**

**I.** The company name is the same as the employer brand

- 1. Strongly Disagree
- 2. Disagree
- 3. Uncertain
- 4. Agree
- 5. Strongly Agree

**II.** The company name influenced my decision to join the organisation

- 1. Strongly Disagree
- 2. Disagree
- 3. Uncertain
- 4. Agree
- 5. Strongly Agree

**III.** The location of the organisation is a major factor when joining the organisation

- 1. Strongly Disagree
- 2. Disagree
- 3. Uncertain
- 4. Agree
- 5. Strongly Agree

**IV.** I joined this organisation because of availability of opportunities for development

1. Strongly Disagree
2. Disagree
3. Uncertain
4. Agree
5. Strongly Agree

**V.** I was attracted to this organisation because of the perceived reward system ( e.g. bonuses, benefits)

1. Strongly Disagree
2. Disagree
3. Uncertain
4. Agree
5. Strongly Agree

**VI.** I was attracted to this organisation because of its brand image

1. Strongly Disagree
2. Disagree
3. Uncertain
4. Agree
5. Strongly Agree

**VII.** I joined this organisation because of its corporate social responsibility activities

1. Strongly Disagree
2. Disagree
3. Uncertain
4. Agree
5. Strongly Agree

## **SURVEY FOR SENIOR STAFF**

### **SECTION B**

#### **GENERAL SECTION**

##### **GENDER**

- Male
- Female

##### **AGE**

- 31 – 40
- Above 40

##### **YEARS OF EXPERIENCE**

- 5 - 10 years
- Above 10 years

### **QUESTIONS ON EMPLOYER BRANDING IN RETAINING EMPLOYEES (Ranked from 1-Strongly disagree to 5-Strongly agree)**

**I.** I feel proud to work in this organisation because of the employer brand image

1. Strongly Disagree
2. Disagree
3. Uncertain
4. Agree
5. Strongly Agree

**II.** The management style contributed to my decision to stay in this organisation.

1. Strongly Disagree
2. Disagree
3. Uncertain
4. Agree
5. Strongly Agree

**III.** I am staying in this organisation because it provides job security

1. Strongly Disagree
2. Disagree
3. Uncertain
4. Agree
5. Strongly Agree

**IV.** I want to work with this organisation for the next 5 years

1. Strongly Disagree
2. Disagree
3. Uncertain
4. Agree
5. Strongly Agree

**V.** My organisation is truthful to its promises to the employees

1. Strongly Disagree
2. Disagree
3. Uncertain
4. Agree
5. Strongly Agree

**VI.** I enjoy working with this organisation because I have good interpersonal relationships with my colleagues.

1. Strongly Disagree
2. Disagree
3. Uncertain
4. Agree
5. Strongly Agree

