

Employer Branding Practice for Multinational Corporate in Taiwan

by

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ABSTRACT

In the twenty first century, the issue of attracting and retaining talents is heating up, and employer branding has been regarded as a useful tool to manage the talent retention. The research intends to explore the development of employer branding practices of three levels (strategy, policy, and operation) in multinational corporates in Taiwan and find the attribute of attractiveness and the challenge and its improvements. The researcher adapted the qualitative approach and semi-structured interview technique for 9 HR professionals from the MNCs including high-tech industry, finance industry, and construction industry. The research findings identified structures of the development process of implementing employer branding strategy and policy in Taiwan, and articulated the attribute of attractiveness and challenge in four dimensions such as employment, organizational success, construed external image, and product or services. Secondly, this research observed that the unique company culture is perceived to be the significant attribute for both potential and existing employees. Lastly, the message source like media cause effect on the image of corporate and is perceived as a challenge for MNC in Taiwan when build employer brand. The recommendations were also shown in this study.

Keywords: Employer branding, attribute, MNCs, construed external image

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CHAPTER I INTRODUCTION

Research Background

War for Talent

With the trend of globalization and liberalization, along with rapid technological changes and knowledge economy, the corporates are facing a competitive and challenging business environment nowadays (Chhabra & Misha, 2008; Srivastave & Bhatnagar, 2010). How to differentiate themselves from others and be perceived as the destined corporates for stakeholder, including both external and internal, has been regarded as the issues. Under the background, talent is the important asset for organization, for they can boost the performance, value the company, and take the organization to the next level (Maxwell & Knox, 2009; Navigos Search, 2011). McKinsey & Company (2001) presents an important notion “war for talent” which had been coined in 1997, and uncovers that the caliber of a company’s talent gradually determines success in the marketplace. Resulted in the changing skills and competency requirements, the skill sets for employee are more specific and refined, and the need for flexibility and expertise in the workplace is greatly increasing (Srivastave & Bhatnagar, 2010). The competition for talent is heating up owing to the difficulty for corporates to find the talents to success the leaving valued employees (McKinsey Quarterly, 2005). Following, Manpower’s Talent Shortage Survey (2009) reveals the situation “Global talent crunch” which is remaining as a pervasive issue for companies worldwide. It is much harder than before for organization to attract and retain talented people with key skills (Quantum, 2010). To sum up, employers now are facing a challenge of finding the best-fit people.

Employer Branding Is the Key in Fight for Talent

In terms of that employee is essential to business and organizations, it is important to retain valued employees and recruit prospective applicant. Over the last decades, academic literatures and press reports discover that employer branding has become a top priority for organizations to win the war for talent (Chhabra & Misha, 2008; Fernon, 2008; Manhanya & Shah, 2010; Srivastava & Bhatnagar, 2010; Willock, 2005). Based on Manhanya and Shah (2010), employer

branding has been regarded as an effective tool for this purpose, and more and more corporates (e.g., Microsoft, Dell, Johnson and Johnson, Philip, Accenture, Apple) from diverse industries address employer branding as their strategic lever to manage the issue of talent attract and retain, and those corporates that embrace employer branding tend to hold the competitive edge (Moroko & Uncles, 2008). Meanwhile, many firms are endeavoring to benchmark their own practices among those firms that have been recognized as best employer (Maxwell & Knox, 2009).

Importance of Maintaining Talent

Employee is conceived as an asset which is equipped with irreplaceable characteristics. As a tool to attract talents, employer branding targets at the future talents and current recruits, which functions in both external and internal environment. From the internal perspective of company, the staff turnover is a significant burden in most industry (Han, 2010), and companies could not afford to lose perfect-fit talents. If an organization could have lower turnover rate than competitors, it will win the competitive advantage in both financial and performance aspect within the industry. An organization with high attrition rate not only cost extra expense for recruiting new employees, but also has to deal with the interruption of service and operation, the losing of knowledge resources, and the cost of training and development beforehand (Chhabra & Mishra, 2008). The studies present that employer branding contributes to retention of the desired workforce and suggest that strong employer branding will lead to higher level of retention (Han, 2010; Chhabra & Misha, 2008). Furthermore, due to that the generation of baby boomer is approaching the retirement age, and young generation is apt to lack the stability to stay in one firm, it has become a challenge to maintain the current employees. In terms of the factors above, Chhabra and Misha (2008) advocate that retention is more crucial than recruitment and should be ranked as the priority in the company.

Critical Gap

However, rare literatures address attention on the development of real practice. As to the academic studies, updated to 2009, there are only three studies directed addressed the perspective of current employees among all the academic literatures (Maxwell & Knox, 2009), while most of previous research put emphasis on the recruiting the prospective talents. It is a deficiency of

reference for employer to consider the attributes to current employees. In Taiwan, the academic research about employer branding is no more than ten. On the other hands, there existss a shortage of survey in the empirical study. The relevant survey conducted in Taiwan tends to focus on the perspective of freshmen of the job market, such as CHEERS magazine which target only the graduates as the population. Other researches conducted by public press like Common Wealth, they do the research under the criteria of revenue-based, which comes from stakeholder's perspective rather than the employee's view of point.

As the result, owing to the lack of research on the development of employer branding practice in Taiwan and lack of both empirical and academic studies, the researcher perceives it as a critical gap of this research. In light of the above, the research aims to explore the real practice of employer branding in Taiwan in MNCs; via in-depth interview, the researcher try to find the development of employer branding from three levels, and try to explore the attribute of attractions to both potential talents and existing recruits. The expected outcome is to provide the reference for academic and business field to do further research on attract and maintain talent by employer branding.

Research Purposes

In this study, the researcher analyzes the development of real practice in employer branding for Taiwan multinational companies, explore the attribute of attraction and improvements in four dimensions. It uses different employer branding theories. The purposes of this study are three folds:

1. To investigate the development in strategy, policy, and operational level of employer branding practices of MNCs in Taiwan.
2. To identify what attributes attract the potential talent and existing recruits.
3. To clarify what are the challenges and improvement of implementing Employer Branding in MNCs. how employer branding affect employees' intention to stay in the two types of MNCs

Research Questions

This study seeks to explore how the current employees perceive their employer as a “choice of employer” and the development of employer branding practices of three levels in Taiwan MNCs. Further, the research would like to know what attributes attract the employees and what implementations need to improve. Questions are listed as below in the light of the purpose of study:

1. What's the development in strategy, policy, and operational level process of employer branding practices of MNCs in Taiwan?
2. What attributes attract the potential talent and existing recruits?
3. What are the challenges and improvement of implementing Employer Branding in MNCs.

Definition of Key Terms

The section provides the definition of key terms using in this study, which are employer branding, organization attractiveness, internal branding, organizational attractiveness, and organizational identity.

Employer Branding

Employer branding is the core term in this study. First coined by Ambler and Barrow (1996). Employer branding is the package of functional, economic and psychological benefits provided by employment and identified with the employing company. Later it is demonstrated as a process of building an unique employer identity which differentiates the firm from its competitors through encompassing the firm's distinctive value, cultural, policy, employment experience, functional, economic and psychological benefits. It is long-term and organization-wide level oriented strategy. It aims to attract the prospective talents and retain the current recruits of a firm.

Multinational Corporate (MNC)

Multinational corporate (MNC) is an enterprise that manages production or delivers services in more than one country other than its home country. It can also be referred to as an international corporation. Such companies have offices and/or factories in different countries and usually have a centralized head office where they co-ordinate global management.

Attribute

Attribute is a characteristic, feature, or property of a product which is considered to appeal to customers. It also used as a symbol of a particular person or status.

Construed External Image

In is defined as the employees' perception of what outsiders think organization stands for. Construed external image is related to people's identification with that organization. It could reflect the extent to which insiders experience that their organization is perceived as positive or negative by outsiders.

Delimitation and Limitation

In order to control the scope of the study, the researcher highlights the delimitations of the research. Based on the research objective, the study seeks to explore the development of employer branding practices of three levels (strategy, policy, and operation) in Taiwan MNCs and find the attribute of attractiveness and the challenge and its improvements. The study is conducted in the multinational companies which set up or have branches in Taiwan. The corporate belong to the categories of multinational companies with operations in more than five nations. This type of corporate has been chosen because it has conducted the employer branding of both internal and external one that distinguish itself with other corporates among the belonging industry. The corporates may be ranked high in the "Best Employer" or "Good Place to Work" of a national or regional survey; or they are regarded as the significant cases in the academic literature or public media. These corporates might present a well-developed strategic of talent acquisition and recruitment process system, which have been conducted by HR department.

Also, to be equipped with employee value proposition (EVP) is required in these corporates. Additionally, the chosen corporates are expected to have the communications through the internal company. As to the limitation of this study, the samples are unsaturated. Since the practice of employer branding in Taiwan is scarce, the HR professional, the representative of the MNCs, who exactly in charge of employer branding, is rare and not easy to approach. Based on the background, the participants include the one who are the directors and indirect actioners, and the roles they've played caused different integrity on their answer, including the full picture of core plan, the perspective of strategy, the way to approach employees, and the channel to collect relevant information. As the result, it caused bias.

CHAPTER II LITERATURE REVIEW

The following literature reviews analyze both theories and empirical findings relate to the topic of the study. There are two parts in this chapter: (1) connotation of employer branding, (2) the strategy of employer branding. The literature review acted as the theoretical base and helped the researcher to design the interview outline.

Connotation of Employer Branding

Definition of Brand

Based on the definition of American Marketing Association (AMA), brand is “a name, term, sign, symbol, or design, or combination of them which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors” (AMA, 1960). The brand is an identification of one product, one company, or one kind of service, and provides the primary points of differentiation between competitive offerings which could be critical to the success of organizations (Wood, 2000). And according to practitioners, the idea of brand is demonstrated as “a mixture of attributes, tangible and intangible symbolized in a trademark, which if manage properly, creates value and influences”(Internbrand, 2007). When brand transform from an icon or concept to an activity, the term “branding” could refer to differentiating people, place, and firms also. As the time pass by, this idea goes beyond the product-oriented level but extends to the different areas. The application of brand to human resources management has been termed “employer branding” (Backhaus & Tikoo, 2004).

Definition of Employer Branding

The term “employer branding” was first coined by Ambler and Barrow (1996), and be defined as “a package of functional, economic and psychological benefits provide by employment, and identified with the employing company”. Subsequently, Backhaus and Tikoo (2004) develop the concept of employer branding into a continuous activity and define it as “the process of building an identifiable and unique employer identity, and the employer brand as a concept of the firm that differentiates it from its competitors, and examine employer branding as the organization-wide level”. Following, Backhaus and Tikoo (2004) present an employer

branding framework combining the resource-based view (RBV) and brand equity to initiate the proposition of employer branding, which provides the organizational mindset for strategic human resource management. (Figure 2.1.)

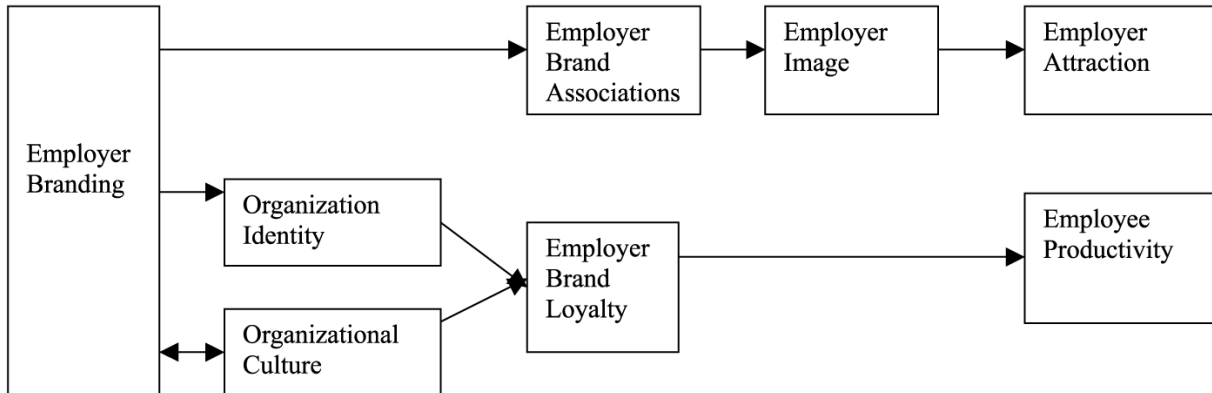


Figure 2.1 Employer Branding Framework. Adapted from “Conceptualizing and researching employer branding” by Backhaus, K, & Tikoo, S, 2004, *Career Development International*, 9(5), p.505

Brand of product concept targets on attract the potential customers and keep the original customers, while employer brand aims to ensure the company attract prospective recruit of quality and retain its current employees (Edward, 2010). As the result, Sullivan (2004) demonstrates employer branding as “a targeted, long-term strategy to manage the awareness and perception of employees, potential employees.”

To be perceived as “a good place to work” is an essential driver for corporate to attract job seekers and motivate factor current employee to stay. This organizational image is constructed by the culture, systems, attitudes and employee relationship. Based on Mandhanya and Shah (2010), employer branding is conceived as the image which is projected by employer through the

policies, procedures and actions. Ewing *et al* (2002) define employer building as a project to build an image in the minds of the potential labor market among recruits and make it be outstanding among other companies as a great place to work. Lloyd (2002) also suggests that employer branding is “sum of a company’s efforts to communicate to existing and prospective staff it is a desirable place to work”.

In the similar vein, Conference Board (2001) addresses that “the employer brand establishes the identity of the firm as an employer. It encompasses the firm’s value system, policies, and behaviors toward the objectives of attracting, motivating, and retaining the firm’s current and potential employees”. This research follows Ambler and Barrow’s definition to develop the research framework.

Definition of Internal Branding

The definition of employer branding illustrates that employer branding manages the talents from both outside the firm and within the firm. The two perspectives refer to different dimensions of the strategies in practicing employer branding. Backhaus and Tikoo (2004) first propose the idea of external marketing and internal marketing. External marketing of the employer branding is to attract the target employees and to add value on the product and corporate brands. Internal marketing is to develop a workforce that could ensure the high quality delivery of brand promise and set of values to the stakeholders (Backhaus & Tikoo, Agerholm, Esmann, et al). Based on the different functions of external and internal marketing, there are different approaches to build an employer brand among these two (Mandhabya & Shah, 2010). Knox and Freeman (2006) and Lievens *et al.* (2007) extend the two perspectives to three. They adapt a framework to study employer branding, which perceived organization from three perspectives: Internal (the perceptions of current employee), external (the perceptions of outsider), and constructed external (employee’s perceptions of the comprehension of outsiders). The result shows that there exist obvious differences between these three perspectives and current employees tend to perceive what makes an employer brand attractive (Mandhabya & Shah, 2010). Following this, Mosley (2007) suggests that the last decade there has been a trend which emphasis “internal branding”, and that takes more attention on “inside -out”. He then concludes that employer brand management seeks for the improvement through the employee

experience, and the critical improving factor is relying heavily on interpersonal interaction. Yaqub and Khan (2011) also illustrate that the internal marketing of employer branding establish a trait for workforce which is hard to be imitated. Owing to the fact, further emphasis should be put on the perspective of the current employees if we would like to know what is the factor which determines the attractiveness of employer branding.

Purpose and Importance of Employer Branding

Then, why the employer branding matters now? The previous researches from literatures and agency reports all advocate the importance of implementing employer branding. Edwards (2005) describes the importance of employer branding from the HR perspective. He states that employer branding “represents an opportunity for the HR department to be more strategically focused, and be more involved in other key functions of organization such as marketing.” Further, employer branding presents a vital picture for HR department when designing policies and practices. Talents have become the unique factor when compete with other companies. Employer branding emphasizes on how the company is seen by current and potential talents which refers to the background status of “winning the war on talents”. According to the Financial Times, there are approximately 77% of organizations meet talent management problems, and poor talent management would cost the stock market approximately AU\$ 4billion a year. How to identify and attract target talent, furthermore, retain valued staffs has become a critical issue for business.

Standing in the front line to recruit and retain employees, HR could establish or polish the system and strategies to achieve the effectiveness and effect under the guideline of branding. In Srivastave and Bhatnagar’s research “Employer Brand for Talent acquisition” (2010), they indicate that employer branding is an effective tool for effective recruitment, employee engagement and retention. Aside from the function of recruitment and retaining, the other HR activities also upgrade though the implementing branding. Employee induction, training, development, and performance management could tend to be more focus and more concerned with the core value (Edwards, 2010); with the interaction with employee, it strengthen the image presentation of the organization and the communication activity; the main idea of employer branding “wining the heart and minds ” of employees could achieve to live the corporate’s brand

ultimately. Fernon (2008) proposed that employer brand could deliver organizational success by attracting and retaining the right people, and it also provide an environment in which employees live the brand, at last, improve organizational performance in key business areas of recruitment, retention, engagement.

Discussed from the outside in, employers are finding it is difficult to recruit the “perfect fit” employee, which means the one who match the organizational culture and position in the global recession (Quantum survey report). But if concentrating on the implement of employer branding, the employer could increase their appeal to the target candidates, and the organization would gain the distinct advantage in the labour market. Under this situation, it implicates that employer branding certainly distinguish the talent winners from talent losers due to the link of talent management and employer branding.

To sum up, completion for talent is heating up in many industries and gradually become intense. The essential factor for attracting valued talents is to identifying the distinctive qualities of organization that create an emotional connection between employer and employee. And employer branding is playing the crucial role to sharpen the way companies market themself and distinguish themselves among others.

Content of Employer Branding

Many agencies have conducted best employer research regionally and globally. They explore the core factors which constitute a best employer, how do they build employer branding, and summarize the common outcomes they share. Hewitt (2004), a talent and organization consulting agency, illustrates that owing to the struggling economy and changeable business environment, many top-level employees tend to upgrade their ability and job skills to adapt to the uncertainty instead seeking the security from the company. As a result, when they want to look for job opportunities afterward, they would focus on the company which could place higher value on intangibles, such as learning opportunities, work-life balance, advancement of career, recognition, and providing respect to employees; in general, the talents are attracted by the employer which place a high value on employees’ needs. They want to stay in companies which desire to survive in the long-term. And those companies share some common characteristics of

best employer, which are inspired leadership, unique company culture, focus on growing talent, strong sense of accountability, aligned HR practices and excellent execution.

On the other hand, Brett Minchington, the prestigious international Employer Brand Institute (EBI) publishes an article in 2007 to discuss employer brand effectiveness. They identified 14 enablers which contribute to the development of a company's employer brand, including strategic intent, recruitment & induction, communications, leadership, internal business processes, performance management, innovation and re-invention, work environment, measurement & evaluation, thought leadership, global perspective, corporate social responsibility, developing people, and customer relationships. Further, they reinforce other key behaviors derived from the study, which is listed below:

1. Train employee to deliver brand promise to customers
2. Increase involvement and engagement of employees across all levels in the development of strategic plan
3. Establish, support, and sponsor innovation
4. Identify employer value propositions (EVP) and reinforce unique employment offering through internal and external communication
5. Design workplace with good working condition

Based on the foundation, Brett Minchington (2009) addresses six key areas from the management tendency to focus on the development of employer brand strategy. It indicate that determine how employer branding is viewed inside your company is the first step. The organization should concern with the engagement, attraction and retention initiatives. Furthermore, avoid regarding the branding as department project but align it with overall business strategy. Subsequently, discover the employer brand. the development of employer brand have to arrive at a comprehensive understanding of organizational culture, work experience, key talent drivers external perceptions, leadership vision, in order to construct an environment which is authentic, compelling, differentiated and being embraced by the employees. At last it suggests that the CEO and senior manager strive on engaging the key stakeholders, increase the channels of communication, ensure the employer value proposition could be transmitted to stakeholders. With an aim to clarify the brand positioning, Standard Chartered

Bank and Phillip both address themselves to make sure that the consistent brand is communicated globally through recruitment communications.

Through the main concept of the key factors above, it is suggested that focusing on highlighting employee experience is the way to create distinct and competitive brand for employee. Except focus on employee experience, the both studies commonly advocate that consistency in delivering value is the imperative concept of employer brand. In the real practice study of Philip, the researchers uncover how Philip position themselves in the employment market and how they proactively manage the inflow of talent into the company. One of the important key point is the objective-setting “to find a solution that created consistency” (Leeuwen *et al*, 2005). They utilize the “employment lifecycle” to deliver a consistent experience for individuals when they have “touchpoint” with different stakeholders during every period they interact with company. And for the potential recruits, the touchpoints exist in the interaction between company and candidates. Philip reinforce that employer branding is beyond the scope of recruitment, but about “keeping up the promise”. The corporate should have consistent promise in both customers and employee; in a nutshell, treat employee experience like customer experience. For example, they deliver the message “touch the lives every” to the customer because they believe “if our product aren’t there, the technologies we’ve developed will be”. Following, the literatures also present that constant delivery of brand promise can maintains high commitment and high performance among employees, reach organizational effectiveness, and furthermore, achieve the organizational effectiveness. It ensures a steady supply of applicants (Srivastava & Bhatnagar, 2010).

Criteria and Measurement of Employer Branding

There are abundant of literature demonstrate the criteria of a successful employer branding. As the broad literatures addressed, successful employer brands have some common characteristics which distinguish themselves from other firms. Sullivan (2004) proposes the eight elements of employer brand, which includes a culture of sharing and continuous improvement, a balance between good management and high productivity, obtaining public recognition (great place to work lists), employees “Proactively” telling stories, getting talked about, becoming a benchmark firm, increasing candidate awareness of your best practices, and finally, branding

assessment metrics. Navigos (2011) also publish the four most important criteria to be an employer of choice. In this report, it indicates that an employer should have positive effect on having a good leadership team, having a good working environment physically and spiritually, and the employer would support for employee's training/development and growth, at last but not the least, paying good salary, bonuses and good benefits. Based on these various dimensions, Maxwell and Knox (2009) summarize the traits of these criteria for achieving the objectives of employer branding— be consistent with the realities of organization, be different from those of competing employers, and should be attractive to members of the target audience. Hewitt Associates (2009) presents some specific characteristics which contribute the selection of being a best employer, they are equipped with compelling promise to employees, leadership commitment, connection to the company and strategy, aligned people practices, and differentiated high-performance culture. Derived from the synergy of these characteristics, Hewitt then summarizes that aligning people practices with corporate strategy, creating an environment which generate positive employee experience and produce strong business result are the common factors which shared by the best employers. Furthermore, they list 3 broad areas where the best employers are differentiated, which are relentless execution of programs, persistent empowerment of managers, and highly efficient HR functions.

Strategy of Employer Branding

Strategy of Employer Branding

Strategy, by definition, is a method or plan, which is designed to achieve a desired future, or aims to solve a problem. The strategy of employer branding means a method which intent to achieve the employer branding objectives. Based on Minchington (2007), the four-point plans consist of the employer branding strategy. The first step is concept. It aims to identify the strength of the current employer brand and the distance between the completion of aligning the corporate brand and business objectives. The second step is to design the content of the strategy. The framework covers three major themes in the employer branding, which are attracting, engaging, and retaining. In this stage, the planner needs to define the EVP and employer

behavior identity, consider the impact on the employer brand, investigate the perception of different people. The third step is integration. In this stage, the two crucial concepts are communicating the EVP both externally and internally. And the last step is evaluation. It is to measure the effect of employer branding in each aspect of the organization. To sum up, the strategy follows the sequence of planning, which could be regarded as a procedure to implement employer strategy in the corporate.

In the same vein, there is another strategy of employer branding which belong to process-oriented. Estis and Micnchington (2009). They proposed six key areas to focus in developing employer strategy. First one is to define how your employer brand be viewed by the current employees, future staff, candidates, clients, and customers. The major activities are such as the attraction, engagement. The second one is to identify the objectives and scope of employer branding. The third one is to identify the relations of HR and marketing. The fourth one is to find the employer brand. The fifth one is to engagement with the top management levels. The last one is communication planning.

According to the strategy above, there are some ideas which repeated. That is the 3 folds of key activity in strategy: attracting, engaging, and retaining. Under a firm framework of employer branding strategy, the operations or activities could be generalized into these three categories. In this study, researcher focus on the attracting aspect and put more emphasize to seek the attribute of attraction to the current employees and potential talents.

Attracting

Corporates are striving to develop unique methods to approach talents, have their attention, further, stick their eyeballs and hearts into these corporates. A good branding can attract prospective candidates' attention and boost their interest to apply the position in the company (Mandhanya & Shah, 2010). There are several activities of employer branding fall into the category of attracting. Based on the literatures, EVP (Employee Value Proposition) is one of the crucial methods in employer branding. It is the commonly used measure to describe the mix of characteristic, benefits, and styles of working in an organization. It demonstrates the attributes and value an employee derived from his membership in an organization (Heger, 2007), including

the totality of culture, employee relationship. According to Corporate leadership Council (2006), there are three quantifiable benefits an effective EVP can provides organizations, which are improved attractiveness, greater employee commitment, and compensation savings. Developing a right EVP strategy could build a positive image and served as the key differentiator of success for organization to become increasingly competitive in seeking the talents (Bell, 2005). Some significant change can be found since address the EVP, based on CLC (2006) accordingly, it can help to attract and retain the talents while appeals to different market of talent; it enhance the ability to prioritize the HR agenda and create a strong people brand

Employer branding is the essence of the employment experience (Manhanya & Shah, 2010). Linking the employee with fulfillment and satisfaction produce the attractiveness of organization and also own the competitive strength to impact candidate's attention. According to the survey of CLC (2006), the top ten EVP attributes could be the driver of the attraction, which could be sum up as compensation, health benefits, organization stability, work-life balance, future career opportunities, respect, job-interests alignment, location, retirement benefit, and ethics.

Organizational Attractiveness

In this current competitive era, organizations all around the world are trying to attract people who can be regarded as asset for firms (Yaqub & Khan, 2011). Based on the previous researches, the employer branding could be viewed as a set of activities which attract the potential employees and create attraction for the current staffs. Organization attractiveness plays a key role in enhancing the power of employer branding at the scope of recruitment and talent acquisition. To be equipped with organizational attractiveness is a certain policies which attract the candidates and make the potential employees to consider those organizations where they have chance to grow (Careless & Imber, 2007; Yaqub & Aslam, 2011). Organization attractiveness is defined as “an attitude or expressed general positive affect toward an organization and toward viewing the organization as a desirable entity with which to initiate some relationship” (Aiman-Smith, Bauer, & Cable, 2001). It is proved that organizational attractiveness give employers advantage to recruit the employee which meet the organizations' needs. Furthermore, Cable and Turban (2001) define the organizational attractiveness as competitive advantage for the employer because it can attract the job seekers to join the applicant pool with required skill

and competency level. It relates to the degree to which potential and current employees perceive organizations as a “good place to work”. Jiang and Iles (2011) clarify organizational attractiveness as the power that draw applicants’ attention to focus on employer brand and motivate current employees to stay. It is suggested that there exist positive relationship between organizational attractiveness perception and employee’s decision. Chapman et al, 2005; Jiang & Iles, 2011). Applicant decisions, for example, like job pursuit and intentions which lead to the ultimate actions in recruitment, such as accepting the offer. Following, Roberson, Collins, and Oreg (2005) advocate that organizational attractiveness serves as mediator between recruitment message and intentions to accept the job offer.

While drawing the attention towards organizational attractiveness, the given researches of organizational attractiveness illustrate the close relationship between organizational attractiveness and employer branding. To back up this, Yaqub & Khan, (2011) conduct a research to demonstrate how university graduates value the connection of organizational attractiveness and employer branding, and how do the student perceive employers’ different way to process recruitment and manage future talent. The result shows the positive relationship between organizational attractiveness and employer branding. The students are aware of the recruitment techniques and are tend to choose the organization in which they can have more career growth. It also implicates that employer branding and talent management are serves as the drivers for organization to become the employer of choice. Therefore, it is suggest to make an organization become more attractive for job applicant can make the organization to spend less effort to develop its talent pool (Celani and Sihgh, 2011).

According to the researches, organizational attractiveness is divided into two dimensions which are internal attractiveness and external attractiveness, and there should be different measurement for each dimension separately (Jiang & Iles, 2011). Turban and Keon (1993) measure organizational attractiveness with five items which include action and affective attitude. Jiang and Iles (2011) also propose that the organizational attractiveness should be considered as two dimensions: internal attractiveness and external attractiveness; the former should be measured by the intentions of choosing the workplace, while the later should be measured by the intentions of staying in the workplace.

Several studies have discussed the issue of prediction of attractiveness, and the predictors are in great variety. However, the individual context factor on attractiveness still lack of clarification (Gomes & Neves, 2010). With the aim to find the influence of individual context factors over the prediction of attractiveness, Gomes and Neves, use organizational attributes and job characteristics as the variables and analysis their relation with organizational attractiveness. Both of them are well-noted about their relation with organizational attractiveness, and being proved that they can used to predict organizational attractiveness.

From the perspective of job characteristics, it include several factors, such like time pressure demand by the job, perceived time schedule flexibility, perceived challenging task and inter-relations required by the development of tasks, and diversity of tasks (Pounder & Merrill, 2001; Rau & Hyland, 2002; Lievens & Highhouse, 2003; Lievens et al, 2005). From the perspective of organizational attributes, it involves the expected pay policies, the internationalization level of its project development, diversity policies in labour context, and the general human resources investment policies (Pounder & Merrill, 2001; Lievens et al, 2005, Williams & Bauer, 1994).

CHAPTER III METHODOLOGY

This section covers the method used in the study. It is composed by six parts: (1) research framework, (2) research methods, (3) research subjects, (4) data collection and data analysis, (5) validity and reliability, and (6) research procedure.

Research Framework

The research framework, refer to *Figure 3.1*, was developed in accordance with the literature review and the main purpose of this study. The researcher provides the framework as below for a better understanding.

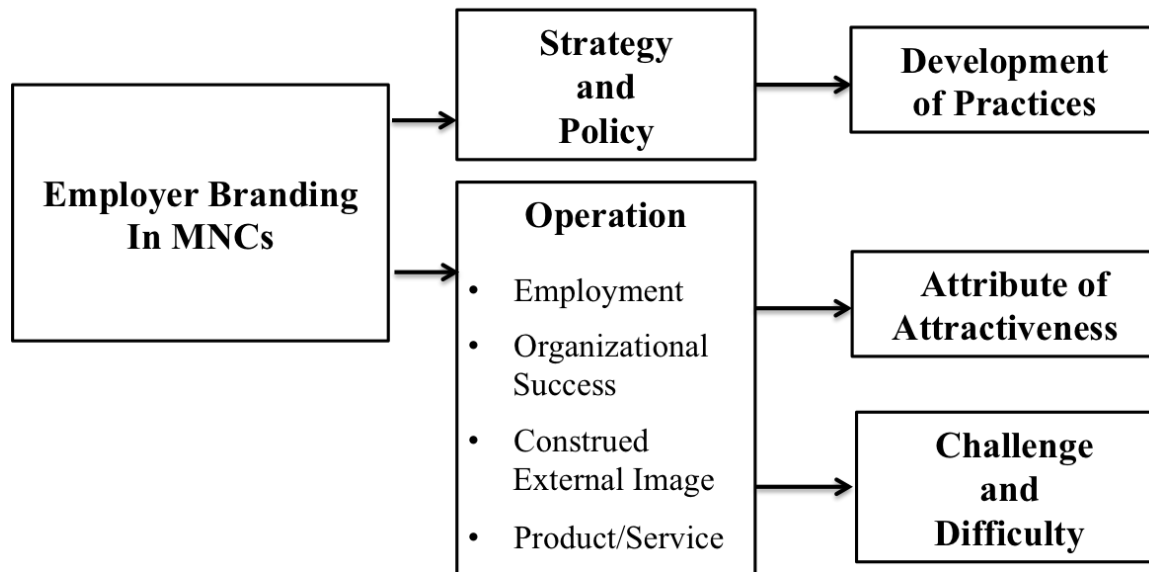


Figure 3.1 Research framework

The purpose of this study seeks to explore the development of employer branding practices of three levels (strategy, policy, and operation) in Taiwan MNCs and find the attribute of attractiveness and the challenge and its improvements. The research would like to know what attributes attract the employees and what implementations need to improve.

The researcher collected the data through the interview. The interview outline was developed

from the literature. The data first state the development of strategy and policy of employer branding, and then operational level were divided into four dimensions as employment, organizational success, construed external image, and product and services based on the literature. The above four contributes are identified to be the categories which the employee consider important, whether important or unimportant. Extracting from the practices, we could analysis how Taiwan MNCs develop employer branding, and know what are the attribute of attraction and the challenge to improve when practice the employer branding in Taiwan. After data analysis, the process of strategy and practice were distinguished, and the corporate will perceive what significant attributes could make an employer branding more attractive to talent, meanwhile, how to take challenge in the context.

Research Method

Employer branding has becoming a new issue since last decade, there are no commonly recognized models or frameworks of employer branding. And it is a hard concept to measure (Quantum, survey report). In order to understand the practical practice of employer branding, and conceive that quantitative method may not approach to the real case and relevant factors, the researcher adapted the qualitative method to conduct data collection and analysis. Nine semi-structure interviews were carried out over the two months with nine HR professionals from different industries including the finance, information technology, pharmacy and civil engineering.

Research Subjects

Owning to the study is focus on the employer branding, the subjects were the nine MNCs in Taiwan. This type of corporate has been chosen because they have conducted the employer branding and distinguish themselves from other corporates among the belonging industries. In order to increase the validity if the research, the target corporates have to be ranked high in the “Best Employer”, “Good Place to Work”, or other relevant survey of national or regional; or they could be regarded as the significant cases in the academic literature or public media. The representative of each subject of the selected cases is one HR professional who has at least two years of experience in the HR function, and these participants serve as the directors or the

indirect actioners in the project of employer branding.

Sampling

The sampling strategy in this research is purposeful sampling. Patton (2001) advocates that purposeful samples can be layered by selecting particular cases that according to key dimension. Owing to that the MNCs which practice employer branding is not prevailing existed, MNCs which implement the employer branding have enough relevant information to be identified. Hence, the approach is adapted.

Introduction of Subjects

Subject A

Company A was founded in 1969, which operates over 1,700 branches across more than 70 countries and employs around 87,000 people, is a British multinational banking and financial services company. Company A headquarters in London, United Kingdom, and it is a universal bank with operations in consumer, corporate and institutional banking, and treasury services.

Subject B

Company B was founded in 2000, employs over 30,000 people worldwide, is a major original design manufacturer(ODM) in Taiwan. Company B focuses on ICT (information and communication technology) products, including notebook PCs, desktop PCs, servers, storage, LCD TVs, and handheld devices. Company B also provides a variety of technology services within the design, manufacturing, and after-sales service functions tailored to meet customers' specific requirements.

Subject C

Founded in 1979 with its headquarter in Taipei, company C is the engineering, procurement and construction (EPC) firm in Taiwan. It has approximately 7,000 employees in more than 30 affiliates worldwide. Through decades of experiences, nowadays company C is distinguished for its unique competence in delivering comprehensive services to meet customers' requirements.

Subject D

Company D was founded in 1971 as a small company, now is the global provider of switching power supplies and DC brushless fans, and a major source for power management solutions, components, visual displays, industrial automation, networking products and renewable energy solutions. Company D, *with more than 80000 employees now*, has sales offices worldwide and manufacturing plants in Taiwan, China, Thailand, Mexico, India and Europe.

Subject E

Company E is one of the private banks in Taiwan, which was established in 1966. With approximately 11000 employees, company E has subsidiaries in the Philippines, the United States, Canada, and Indonesia, foreign branch offices in Singapore, Hong Kong, India, Japan, and Vietnam, and foreign representative offices in London, Bangkok, Hanoi, Beijing, Manila, and Los Angeles. Services currently offered by the Bank include savings accounts, loans, guarantees, foreign exchange, offshore banking units (OBU), etc.

Subject F

Established in 1994 with its headquarters in Hsinchu Science Park in Taiwan., Company F, with around 6000 employees, is a maker of memory chips and also provides foundry services to the customers. The major businesses of company F include research, development, manufacturing, foundry, and selling of all types of IC products, and also operate import & export trading business related to the company's operations.

Subject G

Company G was founded in 1849, is an American multinational pharmaceutical corporation. Company G is headquartered in Midtown Manhattan, New York City, with approximately 103700 employees around the world. Company G focus on developing new, and better ways to prevent and treat disease and improve health for people around the world.

Subject H

Company H was founded in 1865, is a British multinational banking and financial services company headquartered in London, United Kingdom. Employees over 300000, company H is a universal bank. It has around 7,200 offices in 85 countries and territories across Africa, Asia, Europe, North America and South America and around 89 million customers.

Subject I

Company I was formed in December 2001 by a merger, now is a strong TFT-LCD manufacturer in Taiwan. Company I provides a full range of panel sizes, and now employs 43,000 throughout its global operations in Taiwan, the United States, the Netherlands, Japan, South Korea, Singapore, and China.

Data Collection and Data Analysis

The research data are acquired through the company strategy, personal observation and concept shared by the target population.

In this study, the data was generated from the interview and oral communications, and the coding manuscripts were analyzed through analytic techniques of content analysis. Nine in-depth interview were carried out over a period of 2 months with 9 HR professionals. The research instrument of the study contained the questionnaire with open-structured questions, transcription, and coding record, recorders for data preservation, pens, pad for note taking. Before the interview, the interview questions were sent to the interviewee, with an aim to help the interviewees to realize the purpose of the research. After interview, the transcripts were generated. Verbatim transcripts of the interviews were coded into theme and categories as below:

The first step of coding was to extract the important information from the transcript, and then adopt them as the concept. Each concept has a coding number which was consisted of company sequence, page number of transcript, and the concept sequence.

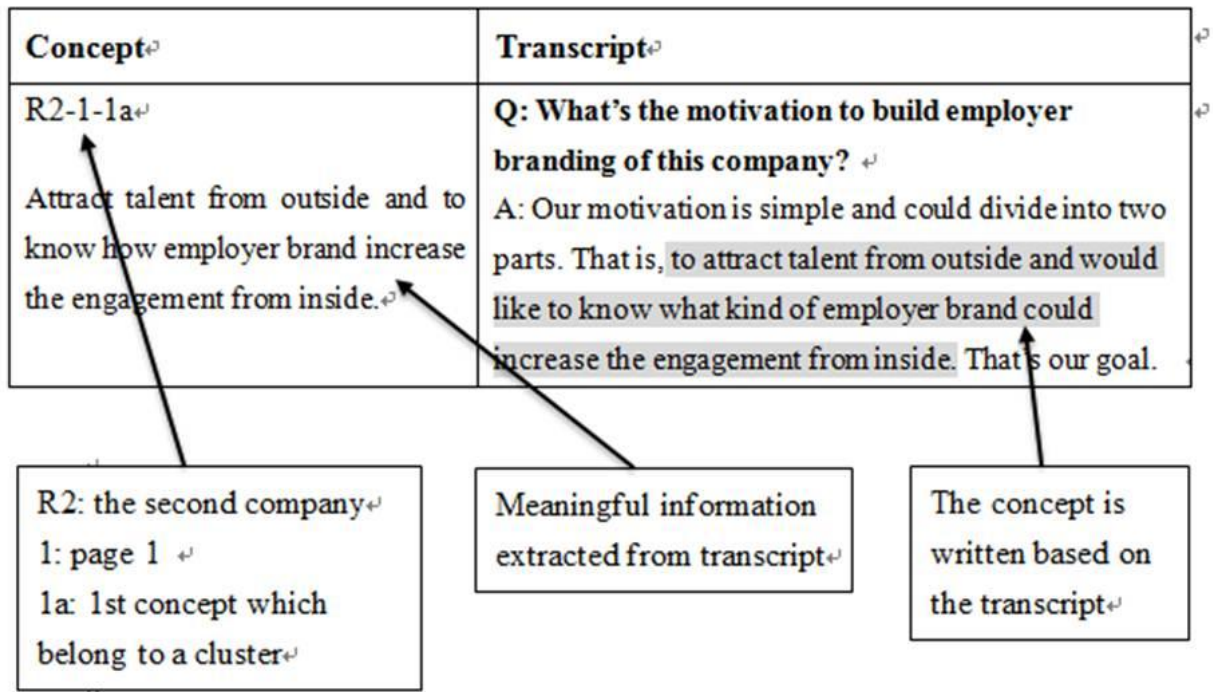


Figure 3.2 The first step of coding

The second step of coding was to develop the concept into category and topic.

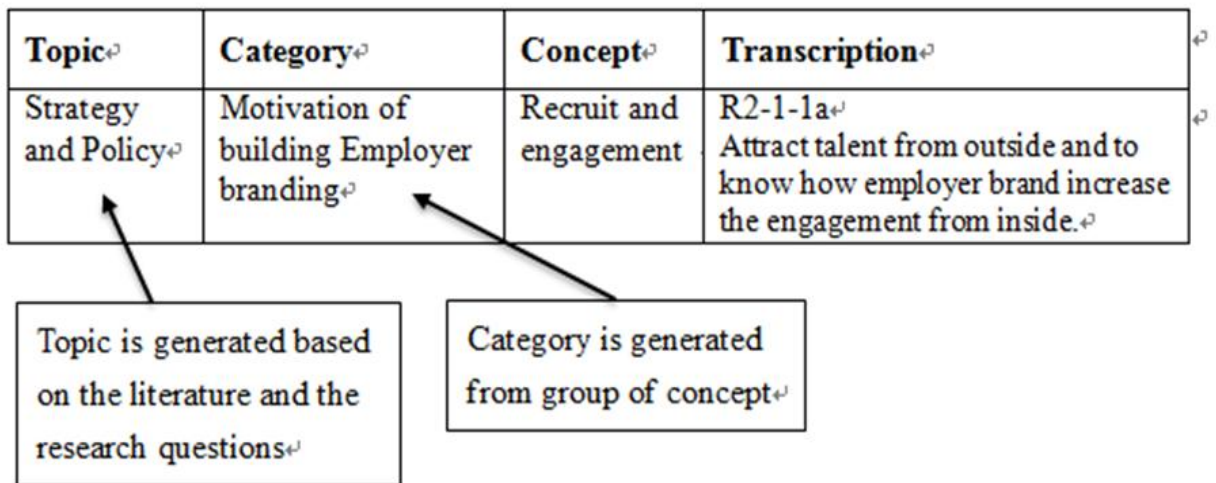


Figure 3.3 The second step of the coding

Validity and Reliability

This research adapted the qualitative method to collect data and analyze data, hence, the validity and reliability need to be examined to ensure the quality of research. Despite that reliability and validity are the two concepts which any qualitative researcher need to care about while designing research, Patton (2001) argues that these two factors should be concerned in all kind of study with an aim to judge the quality if study. Lincoln and Guba (1985) use the term “dependability ” in qualitative research corresponds to the notion of “reliability” in quantitative research. When it comes to the other side, it is demonstrated that credibility is the factors in qualitative research, which corresponds to internal validity in quantitative research. The research utilized some tactics to ensure the credibility and dependability of the study and they are addressed in the following paragraph.

Credibility

To achieve accomplish of the research, the researcher applied the following components to ensure the credibility. First, the interview data was supplemented by additional materials, including the relevant academic research on the chosen corporates, the documents of evidence from the interviewee, official website information, media data of award-winning or benchmarking. recruitment advertising. Second, the recordings were generated into transcript with note to ensure the consistency of data. Third, the researcher applied expert consultation approach, the experts included advisory professor, outside HR professionals and committee. Further, two classmates were be invited to do the peer-review. Fourth, the researcher used triangulation to search converging findings from difference sources of data, which are the professor, interviewee, and relevant documents.

Dependability

To achieve the dependability, the researcher used the same protocol to collect data. The same interview questions were sent each subject for preview in advance the interview; the interview process followed the standard sequence as introducing the topic of the research and the purpose of the research, then asked the questions one by one according to the question number.

After the data collection, the transcripts were checked by peer-review in order to ensure the consistency and correctness in the coding stage, the researcher also invited the peer to examine the logic of coding procedure. The peers are grouped from the classmates who did the similar topic and processes of their research.

Research Procedures

The researcher used a quantitative method for data gathering. It targeted both MNCs which has processing employer branding in Taiwan. The participants were the HR professionals. A questionnaire and the semi-structure interview are developed as the primary instrument for data collection. The step by step research procedure is presented in *Figure 3.4*.

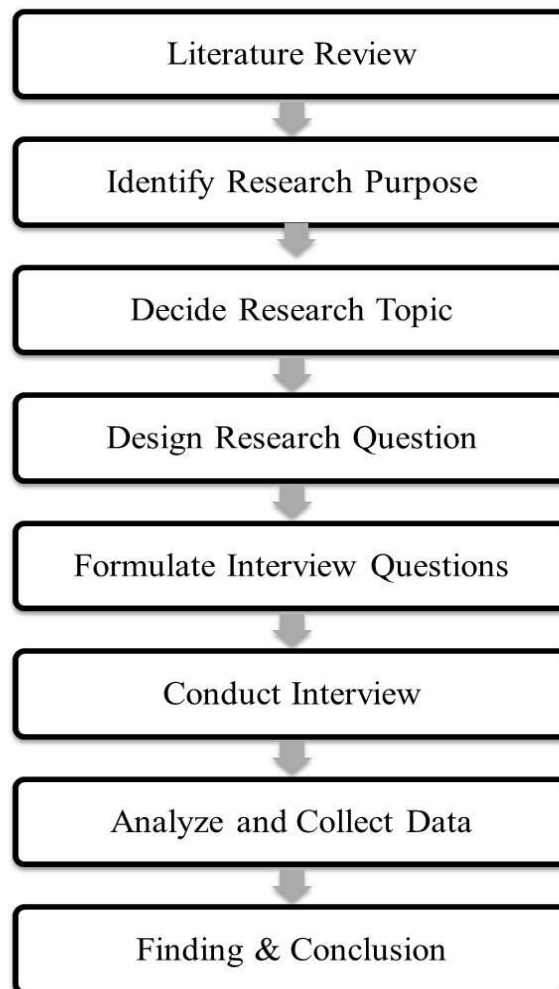


Figure 3.4 Research procedure

CHAPTER IV FINDINGS AND DISCUSSIONS

In this chapter, a descriptive analysis of interview results and the significant results related to the previous categories will be presented will be given. The structure is composed by five major categories: employer branding strategy and policy, employment, organizational success, constructional external image.

Strategies and Policies

The strategy serves as the general direction and scope in an organization. It is the integration of all the activities and plans which aims to achieve the desired outcome or the solution to a problem, to utilize the resources within a certain condition or environment. And the policy determines the role and responsibilities which should be taken by the subordinates. Policy is developed from the strategy, and guiding the implements. The paragraph is comprised of six section to discuss the strategies and policies the MNCs develops, which including the context, the involved participants and units, the content and practices of each MNCs, the consistency and correspondent roles issue, the measurements, and the visible outcome.

Context

Time

Among the MNCs, some of them have started the employer branding for more than four years, whose headquarters have launched employer branding from the very beginning but as for Taiwan, it haven't launched for more than four years. The other two Local-based MNCs have executed it for more than five years. Other ~~four~~ MNCs indicate that they didn't manage employer branding purposely and haven't equipped with well-developed definition and framework of it, but they have been endeavored to shaping this image for years. To summarize, local-based MNCs which have clear plan of employer branding have been launched for five years, foreign-based MNCs are launch Employer branding around the world for decades but which have been well-developed in Taiwan for these two years.

Motivation

The motivation of building employer brand could be summarized into four perspectives. The first one is with an aim to know how people think about their companies. One respondent mentioned that many job applicants make their decision according to their image toward the company, especially the just-graduated and junior job seekers. Realizing the image in their minds and try to form the best employer brand could help to attract them.

When it comes to just-graduated, they may now know the big picture of each industry, hence, they will depend on their preference toward the corporate images and the reputation of the employer to make their decision. (R9)

The second motivation was droved by the demand. Employer would like to recruit lots of staff in order to cope with the talents shortage when it expands their product line. The third consideration tends to be the specific industry condition in Taiwan. The respondent illustrate that it is necessary for the ODM firm to establish the employer brand because they don't have their own brand and product name; the only way to attract potential talent is through the employer brand they have. For example:

Since we don't have our own product and product brand name, it is required for us to build the employer brand to attract talent join our company. Similarly, like [Company], they don't have a computer have their brand name on the outward appearance, neither the TV nor mobile phone; all of their products lines are subcontract work. So as you could see, they do the employer branding as well. (R4)

The last one is that they want to raise employee satisfaction and want to know what kind of brand could increase the engagement of employees.

Initiative

In the development of employer branding, the crucial element is that whether HR acts as the strategic role of company's business partner. HR have to establish a talent identity system to

clarify the goal of corporate and the required core ability, and based on the knowledge to plan the talent needs in the management. Furthermore, the Hewitt's Global Best Employer Research unearth that the key performance indicator is that the leader of best employer could align the people practice and business strategy. Accordingly, the research intends to know if the employer branding practice certainly attaches the importance to the alignment. The interview result shows that in eight of nine MNCs, only one corporates' initiators are not the leader or the top management of the corporate but the HR recruitment manager. The following quote could articulate the situation:

At the very beginning, the idea was initiated from the top management level. They wanted to know what kind of image or brand that we are likely to shape; subsequently, how what the engagement degree is like. (R2)

The initiative is followed by the actions. The achievement of the business level strategy needs the corporation of lots departments. Next section will state who will be involve in the employer branding strategy.

Participant and Related Department

According to the interview result, HR department, PR department and committee are the three major actioners who are in charge of take the follow-up action and draw up the policies. They are responsible for establishing both internal and external image, recruiting and retaining the talents, and drive the follow up action with an aim to improve the employee satisfaction. Four of nine MNCs form kinds of committees to drive the employer branding actions. The types of committee could be a department or club. The department is marketing oriented and in charge of image shaping. The club is a cross-function organization whose participants come from different departments. On the other hand, the PR department also plays an promotion role to attach the internal value on the external marketing strategies. The statements are listed below:

HR is the core function of this project, the other partner we used to cooperate with is our

cooperate communication. They are responsible for aligning the corporate image, including the recruiting image. (R9)

[Company]selects one top performance college from each department and form a Staff Engagement Club to set the follow up actions based on the outcome of the global employee survey. (R8)

Insurance of Consistency

Consistency in the delivery of the employer brand is extremely important (Minchington and Thorne, 2007). For MNCs, they have to face the issue of maintaining consistency between headquarters and subsidiaries when deliver the image through people, product, and service. The methods the subjects take could be mainly divided into two kinds based on the development phases of employer branding. For the MNC whose strategy is well-developed, they establish the guideline and regulation which to be identified the same though the subsidiaries global. They unify the advertisement, website message, newspaper, logo design, and ensure that only the language could be adjusted in different regions. For the implement aspect for employees, the actions they design are all base on the employee opinion survey, the improvements are acts on the premise that they are under the guideline of the strategy, its consistency could be insured. For the starter who drives the employer brand in the early phase, they provide a clear direction of where the company is headed and bring them together with the company.

Content and Practices

The main theme of employer brand is attracting, retaining, and engage. The effort to promote the image is divided to outside the firm and inside the firm. Different actions are adopted according to the target groups in order to address the attributes that the target groups consider to be attract and important. (Know & Maxwell, 2009). The study divided the various practice of employer branding into two categories, one is the outside practice, the other is inside practice.

According to the content of interview, campus recruiting, the academic-industry cooperation and doing Corporate Social Responsibility (CSR) are the three major practices of external

branding. For the internal branding, they focus on the three categories: communication and leadership, engagement, and Employee Value Proposition (EVP).

We call our summer internship as A+ internship. Many corporates have internship program, but we package it as a presentation, and we will invite some media to join with us, or invite them to join our awarding ceremony of campus ambassador. Through the news reveling, it could increase the students' willingness to join us. (R9)

We have a committee named DMI in our headquarter which will launch several imitative in Taiwan. We drive the actions under the committee. In other words, we not only care about our performance, but also care about how to return the benefit back to the society. (R1)

We value the openness and transparent channels of communication; employees could speak their thought anonymously in the platform, and assign the destined manager to answer the question. On the other hand, we have a program named ATM, Ask Top Management. In this program, employee could have conversation with top management. (R8)

Evaluation and Criteria

In this stage, the executer measures the effect of the employer branding. There are no regular tools or standard criteria to evaluate the outcome of employer branding, but we find that most of the employers state that they track some of the numbers and surveys to acquire the big picture of the effect. For example, the employee attrition rate, employee turnover rate, candidate satisfaction rate, engagement survey, employee opinion survey, job application number. On the other hand, many of the respondents commonly indicate that the business result of the company is the most significant indicator to observe the effect of the strategy.

...On the other hand, we got the relevant awards, such as Asian Banking and Best Employee Engagement. These glories are also served as one of our concrete indicators to evaluate the result of employer branding. (R8)

Attracting the job seekers to apply the positions, attracting the candidates to on-board, or on the other side, raising the employee satisfaction of internal employees is reckoned as the direct option (to evaluate the effect of employer branding). (R9)

When an employee has well-development career path, or having a positive performance, we could see the feedback on the financial indicators.... After all, people practice ultimately makes an impact on the business; these are some of the concrete indicator. (R1)

Employment

Employment covers several sub-categories, including style of management, employee rewards, work environment, manager-workforce relations, and attributes of workforce (see Table 4.1). The section presents what employment-oriented implementations the MNCs take, and illustrate which of the actions appeal to both potential and current employees, and what are the major difficulties waited to be solved.

Table 4.1

Sub-categories and Concept of Employment

Sub-Categories	Concept
Employee rewards	tangible rewards (such as salary and benefits), intangible rewards (skills training and opportunities for career advancement)
Style of management	basis for rewards, manager's expectations of employees, manager's responsiveness to the needs and ideas of employees, level of bureaucracy
Manager-workforce relations	managers' attitude towards employee, employee's attitude towards managers.
Type of work	variety and level of challenge
Work environment	pace of work, office location, social dynamics
Attributes of workforce	diversity of workforce as a whole, characteristics of the typical employee

Attribute

Based on what do employees perceived to be attractive, the implements including both tangible and intangible ones. For the tangible attribute, working environment, recognition on

engagement, compensation and reward program are mentioned by the respondents. For the intangible attributes, the respondents have the common ideas that the unique company culture is served as a great attraction to both inside and outside employees. The unique culture differentiates the firm from the other and which is equipped with the core value and easily to be recognized by the people. In this research, unique company culture comprised with providing clarity and focus through the relentless communication, having a program to identify the potential talent from within and deepening the local talent pool, a culture which tend to celebrate success of organization and contribution of the employees.

We always tell our internal employees and external stakeholders that where are we heading to now, and give everyone a clear vision. (R5)

[Company]has great attractiveness toward existing employees and potential staffs. Especially the unique culture which values openness communication, team-work, and stable investment attitude....

Improvement

There exist some gaps for the MNCs to mend in the establishment related to employment. There are two significant statements which indicate what should be improved in both attracting and retaining. From the inside perspective, most of the respondents suggest that their compensation program should become more competitive and fair. The problem will lead to employee's turnover and hard to retain the talent. From the external perspective, they think that their employer branding are lack of visibility. The employers need to increase the promotion and plant the image into the target group in the external environment. Developing the touch-point for the prospective and existing employees to approach the employers, and try to find the unique social media capabilities to drive this happen. It is the challenge for the employer to overcome.

Promote [company] as a good employer much more is the place needed to be improved. We can produce some advertisement to let the job seekers or the normal customer know.

Organizational Success

Organizational success related implement tend to be divided into three main process, which are past success, current standing, and expected future. Furthermore, it is about the ability to deliver brand value and the company's position in the market.

Attribute

Many MNCs represent that sustainable growth and long-term success is a significant attribute to potential and current employees. On the other hand, the internal communication is also regarded as the positive attribute to the employees by most of respondents. The Best Employers clear their brand; they build a connection to link the employees and organization with an aim to align the individual value with the organization's operation. The channels include the intranet, regularly symposium, monthly publication, and town hall...,etc. Based on Hewitt (2009), the core theme across the employer branding strategy is aligning HR practice and excellent execution.

When it comes to the organizational success, [Company] is an attractive corporates to the employees. For instance, we had slight degree of damage during the financial tsunami, for [Company] is a bank whose performance is relatively firm, meanwhile, the management and the profitability in this bank is accordingly stable...as a result, it provides the sense of security to the employees, also respond to our corporate value: Dependable, Open, and Connected.

The business operation in our company is very transparent. Basically, The headquarter disclose the business status to employee; in our internet, the news is updated weekly to tell the employees that what kind of accomplishment is achieved in which country, what kind of validation is acquired today. The employees could find the development of country in the world in the Internet, hence, they are clear about what's going on in [Company].

Construed External Image

Internal perspective, external perspective and construed external perspective are the three dimensions to shape the organizational image (Dutton and Dukerich, 1991), and based on Livens et al. (2003), organization attractiveness is identified to be more attractive when the external image is considered to be attractive by the internal employees (Knox and Maxwell, 2004). In this research, the external image which is perceived by internal staff comes from the stakeholders, industry competitors, job applicants, students, relatives and friends.

Attribute

Many MNCs represent that the external image certainly cause effect on the internal employee's image toward the organization. Word-of-mouth reputation, welfare and benefit, brightening prospect of industry and company, and customer satisfaction are the top four attributes of employer attractiveness. The four dimensions have high correlation with each other. It is proved that there is a strong link between employees' alignment with the brand promise, customer satisfaction and increase in profit (Shultz, 2004; Moroko & Uncles, 2005).

Among all the industry, pharmacy industry is a relatively stable one. It is not like High-Tech industry, maybe next year it profited a lot but this year runs in a loss. The pharmacy industry needs a long-term investment on R&D, and the product tend to have a long –life-cycle. To employees, I believe it is a more attractive industry. (R7)

When it comes to the benefits, [Company]'s benefit and welfare system certainly increase the outsiders' impression toward our corporate.(R8)

You have to take care of your employees, then the employee would work hard; when they work hard, it could increase customer's satisfaction; when owing a high satisfaction, we could gain a well performance in business management. A well performance could satisfy our stakeholders. It is a loop. (R1)

Channels

To know how to shape the external image and make the existing proud of their company certainly helps to retain the talents. Retention of talent comes along the increase in quality of job applicants (WorleyParsons, 2008). The respondents describe the different channel of shaping the image of employer. According to the interview result, CSR is considered to be the significant channel for the corporates to convey the value. One respondents mentions that they have sustaining involved in the public welfare and held the charity bazaar and donated revenue to the one who need; they take the actual action instead of promoting by mouths or words, which helps to transform their negative image in the past. Nonetheless, another respondent states that they practice CSR in business management, and this makes them to be ranked highly in the survey of CSR enterprise. This development contributes to gain the good reputation for corporate publically.

On the other hand, “turning your employees into brand advocates” is also considered to be the effective way to promote the employer brand.

Actually, to develop the internal branding therefore drive the existing employees to communicate with the external people, it is to be regarded as the effective and fast way for us so far. Because you know that your relatives and friends would not lie to you, and you have the similar perception. (R2)

Challenges

In the context of Taiwan, public media is an influential channel for people to know the company. The reporting agencies provide more visibility of corporate; moreover, the content of report affects the image toward the corporate, which served as a factor in attracting talents and retaining staff. Many respondents demonstrate that the quick message from media influence the job applicants' willingness to apply for the job according to the report of prospect of industry and business result. Under this condition, the internal employees' confidences decrease simultaneously. It is the challenge that most of the corporates faced.

Many people get the message from the public media. When the company performance well, they give a positive comments; but when the business result is not as well as before, the media will give a negative appraisal, even a worse image. Nowadays the message is easily to approach, which leads to the consequence that people are easily to be influence. (R6)

According to the previous section, performance is the double-edged sword which could drive the positive employer brand to become more attractive or a weapon to diminish the attraction. It serves as a critical factor to shape the external image directly and the internal image indirectly.

In Taiwan, sometimes people's appraisal of employer image tends to acquire from the profit and loss or the performance result, even the stock price could determine a company to be well or weak. (R9)

Product or Services

The section argued the attributes of product or services provided by the MNCs and how did they make the improvement. The main focus is whether the product and service convey the value and commitment altogether.

Attribute

There are three main attribute of attractiveness which attach to potential employees and current employees based on the interview. The first one is that the product embodies corporate's value. One respondent describes that they follow the spirit of corporate—fresh, fast, abundant, and cheap—to manufacture their product. The employees consider their products as part of their unique image, meanwhile, they align the product with their own employment experience. According to Knox and Maxwell (2009), the product conveys the underlying value. The second attribute is their product takes a leading role in industry. It is one of the elements to attract the talent to join the corporate. The third one is the word-of-mouth reputation on their product or service. One respondent mentions that their product has continued to supply for over a century, which has high quality so that they can pass the standard of government and lasting to be

consumers' first choice. Be proud of their own product and always hear them in daily life also served as an attribute to employees. Word-of-mouth is one of the most conceivable forms of advertising, it is also considered to be a key characteristic of effective employer branding.

Challenge and Improvement

There are two major challenges in the topic of product and service. The first one is to satisfy customer needs by upgrading and updating the product and service under the industry trend. The companies nowadays face a market which shift and change rapidly. How to meet customers' need and adjust to the same pace with the trend is full of challenge because it changes rapidly. One of the respondents raises this statement and then brings along the improvement, that is, to simplify the process of daily work in order to achieve the effectiveness and efficiency. The second challenge us that there exist dissimilar cognitions of product between organization and individual. The subject is innovation. The fact comes from the employee survey and the outcome reveals that the organizations believe that they are a creative and innovative company, but employees do not consider the degree is that high. As the result, the way to cope with the condition is to open a channel to communicate about the topic.

CHAPTER V CONCLUSIONS AND RECOMMENDATIONS

This chapter suggests the conclusion from the previous chapter to answer the research questions, including the development in strategy, policy, and operational level employer branding practices, the attributes which attract potential talent and existing recruits, and last but not least, the challenges and improvement when acting employer branding in MNCs.

Conclusions

Three Categories of MNCs on Developing Employer Branding

Most of the MNCs in Taiwan put emphasis on the employer branding, but the strategies and policies altered from their development process as to the current. As to the initial time to start the employer branding strategy, three major categories of development on employer branding are revealed as below.

The first category is the foreign-based MNCs with well-development structure. They have started their employer branding almost since the founding of the company, which is hard to identify the exact time. They have the strategic plans and the ideas from the head quarter, and their subsidiaries over the world follow the guideline to implement consistently. As for the subsidiaries in Taiwan, they have been carried out the theme and content of employer branding, but the time they started to be more focus, extensive, and explicit in these 5 years. The specific changes includes re-launch the slogan, root deeper in the local market, bring out the commitment to markets, clients, and employees, organize a group to set the follow-up actions based on the employee survey which implemented globally. The three main activities, attracting, engaging, and retaining, in the MNCs of this category, are operated thoroughly separately but also have correlation and all align with the employer branding. To summarize, the foreign-based MNCs have a solid and clear framework to integrate all the actions the subsidiaries implement.

The second category is the local-based MNCs with ill-structure. Generally speaking, they have a big picture about the notion of employer branding, and comprehend the importance toward the organization, but not every HR practices are aligned with it. Each function operates activities related to employer branding but without a solid structure to align them together. Some

of them have started to focus on it and try to integrate them in these five years, and some of them are just at the beginning period. As a result, we could not find a consistent accurate time period of their begging of employer brand. To Sum up, the employer branding related activities are well-performed individually, but the strategic link between each of them are waited to be strengthened, for there does not exist a solid guideline to frame them.

The third category is the local-oriented MNCs with well-development structure. They launched the employer branding thoroughly which have implemented for a long time from 5 years to 10 years. But in this research, the samples which belong to this category are very scarce. They have a well-developed strategy for practicing employer branding, and all the HR functions operate under the framework of employer branding.

Company Culture is Crucial in Employees' Mind

Overall, the culture company culture has been reckoned as the most attractive elements in both potential and existing employees' minds. Company culture is an important consideration in Taiwan that employees always talk about and which has been represents as a stable impression of company. Meanwhile, the culture is an intangible attribute which tends to be described subjectively based on narrators' personal experience or indirect information. The sustainable growth and long-term success also ranked high as the attraction to employees. For it is the most convincible factor to make people recognize with company for its value and the organizational strategy, furthermore, a company which has stable business result could be viewed as a company which is responsible with their stakeholders.

Message from Mess Media Serves as a Challenge for MNCs

As for the challenge, the MNCs in Taiwan encounter an environment which people approach image of corporate from the mess media. These messages shape the external image, internal image, and construed external image. For the external image, MNCs need to be careful on the integrity, and increase the visibility on the attribute which could be served as the best employer. For the internal image, MNCs should create a communication platform for listening the voice from employees and let employees have clear picture about the operational status by the various channels. It is important for employee to have organization identity.

Recommendations

The finding of this research provides some suggestions for different subjects, including MNCs in Taiwan and future researchers.

Employer branding Serves as a Driver for MNCs in Developing Phase

It is imperative that build employer branding. For the MNCs which could not afford a competitive compensation, being a best employer could provide the desirable attribute which helps to win job applicant's heart from more perspective. For the MNCs which operates all around the world, it is a must to build a consistent guideline when practice employer branding. For the MNCs which do not have their own product name, for instance, the ODM or OEM firms to build the employer brand could increase the visibility of company to job seekers, for people have no channel to learn about the company; being a best employer could help to gain the attention from talents and drive them to consider the opportunity to work in "the best place to work for".

Segmentation in Further Research

This research takes a broad perspective to explore the employer branding in MNCs without the limited industry. Through this research, the researcher found there existing a gap between the practices of different industry, such as high-tech industry, banking, traditional industry, etc. The employees in different industry own dissimilar consideration toward their job. It could be served as a potential trend to do the research on different attribute of attractiveness.

Distinguish Employer Branding Strategy from Corporate Branding

On the other hand, the main theme of this study is the strategy and implement of the employer branding. But the researcher perceived that the boundary of employer branding and corporate branding is not concrete according to the interviews. Employer branding and corporate branding have the similar concept; both of them are mean to attract their target group through the branding, while employer branding targets on the employees, but corporate branding targets on the external customer. Some of the participants have not yet define their people strategy

separately from corporate branding. Based on this background, it is advised that future research could focus on how are the employer branding strategies distinct from the corporate branding in local-based MNCs.

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APPENDIX INTERVIEW INSTRUMENT

訪談邀請

Outline of Interview

Thesis Topic:

Employer Branding Practice for Multinational Corporate in Taiwan

Structure:

Questions will cover 3 levels:

Strategic Level—Policy Level—Operational Level

-
- **主 題：**雇主品牌 (Employer Branding) –策略、政策與執行層級
 - **訪談對象：**年資兩年以上之 HR 人員
 - **訪談時間：**45~60 mins
 - **訪談大綱：**本研究目的，乃透過深度訪談的方式，了解外國籍跨國企業(Foreign-based MNCs)與本國籍跨國企業(Local-based MNCs)在建立雇主品牌時在策略面、政策面、及執行面等三個層次上的內涵，並依此了解企業間在實務上之異同，供論文參考依據之原則。此訪談題目為針對選定之雇主品牌表現卓越企業內之 HR 人員所擬定。
 - **訪談原則：**為便於後續之資料分析，希望能在訪談期間全程錄音。您所提供的資料將以匿名方式呈現於研究中，絕不外流，請您放心。此外，研究者將於訪談結束後，將資料整理成文字檔，請您查核以確認陳述內涵的正確性。在此，非常感謝您撥冗指導，您的參與將使本研究更具參考價值。

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■ 訪談問題：

Part A. Strategic & Policy Level

1. 請問貴公司自建立雇主品牌至今約多久時間？當初想要建立雇主品牌的動機或契機為何？
2. 請問貴公司的雇主品牌構想是來自於哪一個部門？高層或其他？管理上的參與人員來自那些部門？公司的領導者是否參與並支持？
3. 請問貴公司的雇主品牌在政策的擬定上，公司總部跟各地分公司的角色為何？如何確保雇主品牌的經營與公司策略的發展一致？
4. 請問貴公司雇主品牌的內涵(架構及方針)為何？如何進行？是否有針對不同的部門、層級來做調整？
5. 請問貴公司經營雇主品牌至今對於內部員工與外在潛在員工的影響為何？如何衡量雇主品牌管理的成效？有運用何種工具或指標嗎？

Part B. Operational Level

雇用 (EMPLOYMENT)

6. 請問您認為貴公司在雇用上（包括獎酬、管理方式、部屬關係、工作型態、工作環境、工作成員多元化）的建設對於現有/潛在員工是否具有吸引力，以哪一項為最？為什麼？
7. 請問您認為在雇用上亟需改進的部分為何？為什麼？

組織成就 (ORGANIZATIONAL SUCCESS)

8. 請問您認為貴公司的獨特組織成就（包括過去表現、現在現況、未來的期望）對於現有/潛在員工是否具有吸引力？為什麼？
9. 請問貴公司如何讓員工感受到組織的獨特成就？對於“使員工感受到獨特組織成就”上有無任何需要改進的部分？

內部所覺察之外部觀感 (CONSTRUCTIONAL EXTERNAL IMAGE)

10. 請問您認為貴公司在業界及外部關係人眼中的觀感上對於現有/潛在員工是否具有吸引力？為什麼？
11. 請問貴公司在業界及外部關係人的觀感是如何形塑而成的？有無任何需要改進的部分？

產品及服務 (PRODUCT OR SERVICES)

12. 請問您認為貴公司的產品或服務的表現是否傳遞了企業價值，對於現有/潛在員工具有吸引力？為什麼？
13. 請問您認為貴公司的產品或服務上亟需改進的部分為何？

整體表現

14. 請問您認為在雇用、組織成就、內部所覺察之外部觀感、及產品或服務四項中哪一項是員工最為重視的？哪一項是公司做得最好的部分？哪一項是公司相對仍需加強的部分？為什麼？
15. 請問您認為心目中最佳雇主/企業標竿為何家企業(國內外皆可)？原因為何？而您認為企業必須達到哪些指標或是具備哪些要素，才能夠稱得上是最佳雇主？