FUW-IJMSS
ISSN: 2635-3539 (Print)
2384-6224 (online)
Open Access
Google Scholar

# EMPLOYER BRANDING AND EMPLOYEE ATTRACTION AND RETENTION: MULTINATIONAL COMPANIES' STRATEGIES IN NIGERIA

**Hembadoon Diaka, PhD[1], Ochanya Blessing Adegbe[2], Helen Emiene Ikwue [3]**

[123]*Department of Business Management, Faculty of Management Sciences, Benue State University, Makurdi -Nigeria*

[123]*hdiaka@yahoo.com, owoichi@gmail.com & helen.ikwue@gmail.com*

## Abstract

*The study examined the effect of employer branding on employee attraction and retention in the context of multinational companies in Nigeria. The specific objectives of the study were to examined the effect of corporate identity, organizational reputation and healthy workplace culture on employee attraction and retention in multinational companies in Nigeria. The study adopted a quantitative research approach as well as a survey research design. The sampled participants included 150 management staff drawn from 15 selected multinational companies operating in Nigeria. Structured questionnaire served as the major instrument with which data were gathered. The statistical package for social sciences (SPSS v24) was used to analyze the data. Regression analysis was used to test the hypotheses. The study shows that, in multinational corporations located in Nigeria, corporate identity, organizational reputation, and positive workplace culture all significantly contribute to employee attraction and retention. Accordingly, the study concludes that, in the context of multinational corporations in Nigeria, developing a strong brand identity, upholding a positive organizational reputation, and promoting a healthy work environment are all very important for attracting and retaining talented employees. Among other things, it is advised that multinational corporations' (MNCs) management in Nigeria allocate enough money to build and maintain the business's reputation, brand, and happy workplace.*

**Keywords**: Corporate identity, Organizational reputation, Healthy workplace culture, Employee attraction and retention, Multinational companies

## INTRODUCTION

Multinational Companies (MNCs) must set themselves apart as desirable employers in the face of growing competition for talent worldwide as globalization opens up new opportunities. These multinational corporations face a number of difficulties, including cultural differences, employee engagement, legal and regulatory compliance, maintaining a consistent corporate image, and market adaption. The search for outstanding talent has turned into a strategic necessity for MNCs looking to achieve sustainable growth in this highly competitive global business environment. Because of this, MNCs are vying with emerging local firms for talent, both by winning the image war and attracting and keeping the best employees (Drūteikienė, *et al*, 2023). Additionally, workers are picky and will only devote their time and energy to companies

that offer a genuine employee value proposition (Krishnan, *et al*., 2023). In light of this, MNCs must effectively handle these issues through employer branding if they are to prosper in the global business environment (Cvjetković & Babić, 2023). Employer branding is therefore crucial in order to present a positive corporate culture, values, and possibilities, which in turn helps draw and hold on to top talent in the increasingly linked and cutthroat global labor market.

Employer branding is defined as the process of creating an audience's perception of the brand and making it sufficiently distinctive to set it apart from competitors by creating a reflection of the company that presents the organization as a welcoming place to work (Caputo, *et al*., 2023). Employer branding explores company identity, organizational reputation, and a positive working culture in addition to standard recruitment techniques. As firms battle for the attention of highly trained people, the value of employer branding has gained significance as a driver for attracting and keeping top-tier talent (Barik & Jain, 2023). The employer brand is shaped by the interaction of these three components: workplace culture, organizational reputation, and corporate identity. It affects how both present and prospective employees view the company. An attractive workplace culture is fostered by a great reputation, which is bolstered by a robust and cohesive corporate brand (Chopra *et al*. 2023). When these elements come together, a compelling narrative is created that appeals to those who are looking for more than just a job—they are looking for important and gratifying work experiences. Employer branding is influenced by business identity, reputation, and workplace culture, which are crucial proxies that affect employee perception and appeal. Moreover, Silva and Dias (2023) have recognized that companies' propensity for employer branding has grown significantly as they become aware of its ability to promote an appealing culture that attracts and retains a high number of workers.

The capacity to persuade prospective employees that a business is a great place to work is known as employee attraction (Dauth, *et al*., 2023). It is the process of drawing and hiring gifted people to work for a certain company. Major proxies for employee attraction are retention rates, referral rates and acceptance rates (Ada, *et al*, 2023). Since contented workers are more likely to stick around, high retention rates can be used as an indirect indicator of successful employee attraction. A high volume of employee recommendations may indicate a productive workplace and successful recruitment tactics. Acceptance rates quantify the number of job offers that are accepted and show how desirable a firm is to potential employees. Potential applicants' opinions about the organization's reputation and image are thus shaped by the organizational data at their disposal and will have an impact on whether or not they decide to accept a job offer from the company (Kele & Cassell, 2023).

As such, a company with a positive reputation stands out more in the marketplace (Silva & Dias, 2023). All things considered, employer branding plays a critical role in drawing in and keeping top talent. Because the majority of research has concentrated on businesses in other nations, there is still much to learn about how employer branding affects employee attraction to foreign companies operating in Nigeria, even though it is a strategy with a high impact on various organizational stakeholders. In light of this, the study's objective was to examine how multinational corporations in Nigeria recruit and retain both present and potential workers. In keeping with this, this study investigates the complex dynamics of how multinational corporations use aspects of employer branding to both recruit and retain workers. Through this investigation, the research offered insightful information to global corporations looking forward to strengthen their employer brand and position themselves as top employers in the fiercely

competitive talent market. Thus, these are the goals of the research:

**i.** To evaluate the effect of corporate identity on employee attraction and retention in multinational companies in Nigeria;

**ii**. To determine the influence of organizational reputation on employee attraction and retention in multinational companies in Nigeria; and

**iii**.To assess the effect of healthy workplace culture on employee attraction and retention multinational companies in Nigeria.

The introduction is covered in the first section, theoretical foundations and conceptual reviews are covered in the second, and methodological approaches utilized to get the results are covered in the third. The results, findings and practical implications are covered in the study's fourth section. The paper's conclusion and suggestions are included in the fifth and last section, which also highlights the study's limitations and suggests areas for future research.

## LITERATURE REVIEW

### Conceptual Explanations

**Independent Variables** **Dependent Variable**

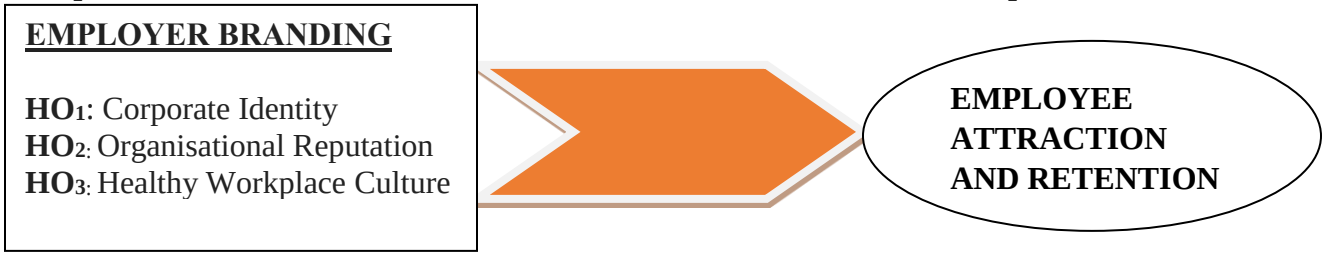


**Figure 1: Conceptual Framework: Designed by the researcher, 2024.**

### Employer Branding

Employer branding is defined differently by different authors. Employer branding, according to Leekha-Chhabra and Sharma (2014), is the way that existing and potential employees perceive the organization and what it's like to work there. According to Khan *et al*. (2021), employer branding encompasses a range of attributes that set an organization apart from competitors, guarantee a specific type of work experience, and draw in individuals who thrive and progress their careers inside its culture. Consequently, the job experience—which encompasses both intangible elements like business culture and values and tangible advantages like salary—is linked to employer branding (Bharadwaj, *et al*. 2022). Its objective is to set a business apart from its rivals as an employer of choice. Therefore, employer branding attempts to elevate distinctive possibilities and employment aspects that the company promise to supply for its employees (Kele & Cassell, 2023). Employer branding, to sum up all the meanings, is the impression that workers have of the company that helps them get and keep work. The application of branding concepts to human resource management is known as employer branding. The idea is being utilized more and more to draw in new hires and keep current staff members engaged with the company (Saini, 2023). It provides a clear image of what to expect for anyone interested in joining the organization and helps everyone in the organization understand who we are. It permeates the company's hiring procedure as well as employee interactions. Employers are increasingly embracing employer branding to draw in new hires and make sure that current staff members are committed to the company's mission and culture. Three aspects of employer branding are covered in this study. They consist of a positive workplace culture, business

identity, and organizational reputation. Below is an explanation of them.

**Corporate Identity**

A company's visual and symbolic expression is its corporate identity. It includes components like visual design, messaging, and logos. According to Chopra *et al*. (2023), a robust corporate identity effectively communicates an organization's values and objectives while simultaneously establishing a distinctive brand. A unified and distinct company identity can foster a sense of pride and belonging, which is beneficial for recruiting staff. It helps prospective employees match their personal beliefs with the company's by setting the tone for what the latter stands for.

**Organizational Reputation**

According to Caputo *et al*. (2023), organizational reputation is influenced by stakeholders' opinions and assessments of a company's capacity to generate value from its past operations and raise its profile. It is an assessment of a company as a whole based on its prior operations. Because reputation is dependent on perception, it is by its very nature subjective. Organizational reputation is defined by Lievens and Slaughter (2016) as a common, worldwide, and comparatively stable assessment of a company over time that is given by job searchers. Reputation is often regarded as a crucial intangible asset that can give businesses a long-term competitive edge in the market (Tkalac, *et al*. 2018). One important factor that determines an organization's appeal to prospective employees is its reputation. Financial performance, moral behavior, and social responsibility are some of the elements that go into establishing one's reputation (Bharadwaj, 2023a). A positive reputation is bolstered by industry accolades, media attention, and positive employer review platform feedback. Potential employees frequently look into a company's reputation to see how reliable it is and how committed it is to the welfare of its workers.

**Healthy Workplace Culture**

Workplace culture is the collective personality of a company, encompassing its values, conventions, and practices (Ada, *et al* 2023). Employee engagement and satisfaction are fostered by a pleasant and inclusive culture. Companies frequently emphasize their distinctive workplace cultures in an effort to draw in talent, highlighting programs that support diversity, professional growth, and work-life balance. Potential workers look for settings in which they can grow, work together, and make a significant contribution. People that align with the company's values can be drawn in by a transparent and encouraging culture. To put it briefly, multinational corporations (MNCs) deploy strategic integration of these elements to establish a strong employer brand that draws and keeps top personnel in the cutthroat global market.

**Employee Attraction and Retention**

These days, attracting and keeping talented personnel is a critical component of human capital management. According to Caputo *et al*. (2023), attractiveness is defined as an individual's perception of an organization that motivates them to seek out and suggest that organization as an employer. Making a good first impression on a prospective employee of a company is another way to define employee attraction in that context (Ahmad, *et al*. 2020). These first impressions cover the organization's policies and activities aimed at identifying and luring potential employees, and they mark the start of the relationship (Polosůki, *et al*., 2023). Put simply, attractiveness is the extent to which a candidate for a job would personally choose to apply to one company over another. This is a typical group of variables that affect how bright workers view the organization both before and after they join. These workers are drawn in and stay put when they think their workplace is a fantastic place to work and their experience fulfills their demands. In this sense, this study refers to employee attraction as the process of appealing and convincing qualified

individuals to join a company as new employees. It entails presenting the company in an enticing light as an employer, emphasizing its advantages, culture, and values in order to draw in top personnel. A corporation can develop a pool of competent and driven workers who share the organization's objectives by implementing effective employee attraction techniques (Ahmad, *et al*. 2020).

The endeavor undertaken by a corporation to maintain its present workforce's commitment, engagement, and satisfaction for a prolonged duration is known as employee retention (Padhi & Joshi, 2022). It comprises creating a happy work environment, providing opportunities for career growth, delivering competitive remuneration and benefits, and addressing the wants and concerns of employees. Stability, continuity, and the preservation of institutional knowledge inside the company are all facilitated by high retention rates (Padhi & Joshi, 2022).

**Employer Branding and Employee Attraction and Retention**

Employer branding has allowed businesses to achieve their goals, such as a rise in job applications and employee loyalty, which has improved output (Khan *et al*., 2021). The same HR procedures are used by various businesses in various geographic markets because they believe that these procedures and the associated work environment help to retain employees, foster a positive outlook in them, and ultimately increase their productivity (Khan *et al*., 2021). Organizational culture, brand name, and pay are components of employer branding that contribute to employee attractiveness, according to Leekha-Chhabra and Sharma (2014). According to the study, there is a clear positive association between having a great brand image and applying. Bharadwaj (2023a) discovered that elements of employer branding, such as training and development, a positive work environment, and corporate social responsibility, are indicators of candidates' propensity to apply for jobs. According to Sharma and Verma (2023), global corporations with a strong reputation for honesty in their interactions with stakeholders tend to attract employees. A workplace culture that ensures favorable working conditions, according to Ada *et al*. (2023), has several advantages, including a rise in applications, an improvement in employer attractiveness rankings, a rise in employee engagement, and a drop in employee attrition rates. As a component of employer branding, a favorable organizational reputation helps recruit and retain top talent by appealing to current workers who take pride in working for a reputable company (Bharadwaj, 2023b). Similar findings were made by Bendaraviciene (2017) and Eger *et al*. (2019), who discovered that employer attractiveness is influenced by employer reputation, which increases attraction. Therefore, the following null hypotheses are put forth by the current study:

**Theoretical Underpinning**

Employer branding and employee attractiveness are related, and this link is frequently explained by the signaling hypothesis. According to this notion, employer branding communicates the organization's principles, culture, and appeal as an employer to prospective employees. A company with a great employer brand is more likely to have a happy workplace, which draws and keeps talent. Michael Spence was the main developer of signaling theory in 1973. Basic presumptions of the theory include: Parties do not have comprehensive information about one another, which causes uncertainty (Information Asymmetry). In the context of employment, candidates could not be fully informed about a company. Second, the signal's sender bears a cost that lends credibility to the signal. Employers spend money cultivating a good reputation for themselves, thus employer branding is an expensive commitment signal. Thirdly, signals reveal details about the quality of the sender. A strong employer brand in the

job context denotes a superior workplace. Lastly, that the signal is interpreted by the recipient (a prospective employee) and that decision-making is based on the information that is perceived. These assumptions help explain how signaling theory operates in numerous circumstances, including employer branding and employee attraction. To summarize, the theory of signaling posits that employer branding functions as a significant signal that impacts the opinions and choices of prospective employees regarding their affiliation with a specific company.

## METHODOLOGY

This study examined the effect of employer branding on employee attraction and retention in a subset of multinational corporations in Nigeria using a survey research design and a quantitative research methodology. Furthermore, 150 management personnel from 15 carefully chosen international corporations with operations in Nigeria participated in the current study. Nestlé Nigeria, Chevron, Shell Petroleum Development Company, Unilever, Julius Berger, Cadbury, Coca-Cola, P&G, PZ Cussons, British American Tobacco, Baker Hughes, Price Waterhouse Cooper, and Halliburton Energy are a few of these companies. The primary tool for data collection was a self-administered questionnaire, which is an official series of questions intended to compile responses from participants on a certain study topic. To measure the factors under examination, the study used a standardized questionnaire. To examine the local reliability of the research instrument used in this study, reliability studies were carried out. In the pilot investigation, an average Cronbach's reliability alpha of 0.78 was reported. 150 questionnaires—ten for each of the chosen global corporations—were distributed to the companies that operate in Nigeria. Only 134 surveys, meanwhile, were completed and returned for examination. The statistical software for social sciences (SPSS v24) was used to analyze the data that was collected from the participants. Regression analysis was used to test the hypotheses.

## RESULTS AND DISCUSSION

This subsection analyzed the result of regression model and discussion of findings from hypotheses testing.

**Table 1: Regression Results**

| | | R | $R^2$ | Beta | T | P-value |
|---|---|---|---|---|---|---|
| 1 | Constant | .649[a] | .423 | | 21.349 | .008 |
| | Corporate identity | | | .301 | 2.058 | .018 |
| | Organizational reputation | | | .320 | 2.404 | .002 |
| | Healthy workplace culture | | | .677 | 6.984 | .000 |

a. Dependent Variable: Employee Attraction and Retention

The result in Table 1 above showed that the regression coefficient, R = .649 indicates a positive relationship between the set of independent variables and the dependent variable. The coefficient of determination ($R^2$) was .423 and this implies that 42.3 % of the variation in employee attraction is explained by corporate identity, organizational reputation and healthy workplace culture. It is also evident from Table 1 that healthy workplace culture: $\beta = .677$; $t = 6.984$, P (.000) < 0.05 contributes more significantly to employee attraction, followed by organizational reputation $\beta = .320$; $t = 2.404$, P (.002) < 0.05, and corporate identity: $\beta = .301$; $t = 2.058$, P (.018) < 0.05. This implies that for every unit change in corporate identity, organizational reputation and healthy workplace culture, there is a corresponding increase of .301, .320, and .677 in employee attraction.

The test in Table 1 demonstrated that corporate identity has a substantial effect on employee attraction [P (.018) < 0.05], refuting hypothesis one, which claims that the corporate identity of multinational firms in Nigeria does not significantly lead to employee attraction. This suggests that there is statistical support for the conclusion that employee attraction significantly influences the recruitment of workers to multinational corporations in Nigeria and refutes the premise. This outcome is consistent with Bharadwaj's (2023a) findings, which indicate that job applicants' intentions to apply for positions are influenced by a positive work environment.

Furthermore, the study discovered that organizational reputation has a substantial impact on employee attraction [P (.002) < 0.05], refuting the second hypothesis, which holds that there is no significant influence of organizational reputation on employee attraction to multinational businesses in Nigeria. This suggests that there is statistical support for the conclusion that organizational reputation significantly influences the ability of multinational corporations in Nigeria to attract talent, rejecting the null hypothesis. The present outcome is consistent with the research conducted by Eger *et al*. (2019), Bendaraviciene (2017), Bharadwaj (2023b), Sharma and Verma (2023), and others, which suggested that employees are drawn to global corporations that maintain a strong reputation and demonstrate integrity in their interactions with stakeholders.

Furthermore, the study found that a healthy workplace culture has a significant impact on employee attraction [(.000) < 0.05], refuting the third hypothesis, which holds that in the case of multinational corporations in Nigeria, a healthy workplace culture has no significant effect on employee attraction. This suggests that there is statistical support to reject the null hypothesis and draw the conclusion that multinational corporations with operations in Nigeria that are interested in hiring have a strong impact on a positive workplace culture. The findings of Leekha-Chhabra and Sharma (2014) and Ada *et al*. (2023) show a workplace culture that ensures favorable working circumstances positively attracts potential employees and lowers employee turnover rates are consistent with this outcome.

**Practical Implications to MNCs**

The study's conclusions have several applications for multinational corporations. First of all, it implies that they may be better able to draw in and keep workers if they make significant investments in a robust employer branding plan that includes corporate identity, organizational reputation, and a favorable workplace culture. This could lead organizations to concentrate on improving these areas in order to stay competitive in the labor market.

Furthermore, multinational corporations operating in Nigeria might think about dedicating resources to cultivate a culture that supports the welfare of their workforce, actively manage their reputation, and create and preserve a positive corporate image. The results of this study may impact leadership and HR choices, resulting in calculated attempts to match company values with worker expectations and improve workplace appeal.

The attractiveness of employees and employer branding are closely related. A company's capacity to draw in and hold on to talented employees is greatly impacted by its employer brand. Having a good reputation, having an inclusive culture, and having employee-focused policies can draw in applicants who share the company's values.

## V. CONCLUSION AND RECOMMENDATIONS

This study explored the effect of employer branding on employee attraction and retention in the context of multinational companies in Nigeria. The findings of the study indicate a

substantial positive impact of employer branding, as reflected through corporate identity, organizational reputation, and a healthy workplace culture, on employee attraction and retention. This study concludes that cultivating a strong brand image, maintaining a positive organizational reputation, and fostering a healthy work environment contribute significantly to attracting and retaining employees within the context of multinational companies in Nigeria. These results underscore the importance of strategic efforts in shaping employer branding for enhancing overall workforce engagement and commitment. The study's recommendations, based on its findings, are as follows:

**i**. In Nigeria, management of multinational corporations (MNCs) has to set aside sufficient funds to cultivate and fortify the company's brand, reputation, and positive work environment. This could entail undertakings such as diversity and inclusion projects, staff involvement programs, and open communication on corporate principles.

**ii**. MNC management in Nigeria should make sure that company values are in line with those of prospective and present workers. This could entail understanding staff preferences through focus groups, surveys, or other means and modifying strategy accordingly.

**iii**. In order to highlight the positive facets of the company's identity, reputation, and workplace culture, management of multinational corporations operating in Nigeria should devise efficient communication techniques. This could entail using social media, internal communication channels, and other outlets to showcase firm accomplishments and employee success stories.

**Contribution to Knowledge**

This study advances the application of Signaling Theory in employer branding by demonstrating how corporate identity, organizational reputation, and workplace culture serve as critical signals that shape potential and existing employees' perceptions of multinational companies. It provides a robust theoretical framework that explains the link between employer branding and employee attraction and retention in the context of developing economies, offering a nuanced perspective that extends existing literature.

The study also study provides empirical evidence on the significant influence of employer branding components (corporate identity, organizational reputation, and healthy workplace culture) on employee attraction and retention in multinational companies operating in Nigeria. By using a quantitative approach and statistical analysis, it identifies workplace culture as the most impactful factor, offering practical insights to guide multinational corporations in crafting strategies that enhance their talent management practices.

## REFERENCES

Ada, N., Korolchuk, M. & Yunyk, I. (2023). The role of employer branding practices on management of employee attraction and retention, *Economics Ecology Socium*, 7(1), 46-60, http://dx.doi.org/10.31520/2616-7107/2023.7.1-5

Ahmad, A., Khan, M.N., & Haque M.A. (2020). Employer branding aids in enhancing employee attraction and retention, *Journal of Asia-Pacific Business*, 21(1), 27-38. https://doi.org/10.1080/10599231.2020.1708231

Barik, S., & Jain, S. (2023). Impact of employer branding on employee retention during COVID-19: An empirical study on private academic institutions. *IIMS Journal of Management Science*, 14(1), 85–106.

Bharadwaj, S. (2023a). How the interplay of social media usage and online reviews generate intention to apply for a job vacancy: an employer branding-based agenda, *Management Research Review*, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/MRR-05-2022-0365

Bharadwaj, S. (2023b), CSR employer branding, organisational identification, person–organisation fit and employee retention: a dual mediation model", *Journal of Economic and Administrative Sciences*, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/JEAS-04-2023-0093

Bharadwaj, S., Khan, N.A. & Yameen, M. (2022). Unbundling employer branding, job satisfaction, organizational identification and employee retention: a sequential mediation analysis, Asia-Pacific *Journal of Business Administration*, 14(3), 309-334. https://doi.org/10.1108/APJBA-08-2020-0279

Chopra, A., Sahoo, C.K. and Patel, G. (2023). Exploring the relationship between employer branding and talent retention: the mediation effect of employee engagement, *International Journal of Organizational Analysis*, Vol. ahead-of-print No. ahead-of-print. https://doi.org/10.1108/IJOA-02-2023-3638

Cvjetković, M. & Babić, T. (2023). The influence of employer brand dimensions on the affective organizational commitment of employees in small and medium-sized enterprises, (Sarfraz, S and Shah, W. H. ed) *Organizational Culture - Cultural Change and Technology*. http://dx.doi.org/10.5772/intechopen.112133

Dauth, T., Schmid, S., Baldermann, S., & Orban, F. (2023). Attracting talent through diversity at the top: The impact of TMT diversity and firms' efforts to promote diversity on employer attractiveness. *European Management Journal*, 41(1), 9- 20. https://doi.org/10.1016/j.emj.2021.10.00

Drūteikienė, G., Savicke, J. & Skarupskienė, D. (2023). The impact of employer brand on the relationship between psychological empowerment and employee engagement. *Problems and Perspectives in Management*, 21(1), 193- 203. http://dx.doi.org/10.21511/ppm.21(1).2023.17

Kele, J. E. & Cassell, C. M. (2023). The face of the firm: The impact of employer branding on diversity. *British Journal of Management*, 34, 692–708. https://doi.org/10.1111/1467-8551.12608

Khan, H., Asim, M. & Manzoor, S. (2021). Factors affecting employer branding and its impact on retention and attraction of employees - a case of Pakistani banking sector, International *Journal of Management*, 12(2), 780-790, https://doi.org/10.34218/IJM.12.2.2021.076.

Krishnan, S. K., Kumar, A., Jaganathan, S. & Srivastava, P. K. (2023). Assessing employer branding business case and proposing an employer brand attractiveness model. *NHRD Network Journal*, 16(3) 321–330, https://doi.org/10.1177/26314541231170456

Leekha-Chhabra, N. and Sharma, S. (2014), "Employer branding: strategy for improving employer attractiveness", *International Journal of Organizational Analysis*, 22(1), 48-60. https://doi.org/10.1108/IJOA-09-2011-0513

Lievens, F., & Slaughter, J. E. (2016). Employer image and employer branding: What we know and what we need to know. *Annual Review of Organizational Psychology and Organizational Behavior*, 3, 407–440. https://doi.org/10.1146/annurev-orgpsych-041015-062501

Padhi, S. & Joshi, S. (2022). Impact of employer branding on employee attraction and retention. *Journal of Strategic Human Resource Management*, 11(1), 35-45 http://publishingindia.com/jshrm/

Polosˇki Vokic´ , N., Tkalac Vercˇicˇ , A., & Sincˇic´ C´oric´, D. (2023). Strategic internal communication for effective internal employer branding. *Baltic Journal of Management*, 18(1), 19–33. https://doi.org/10.1108/BJM-02-2022-0070

Saini, G. K (2023). Employer branding: A critical review and future research. *NHRD Network Journal*, 16(3), 220–232. https://doi.org/10.1177/26314541231170424

Sharma, M. and Verma, P. (2023), "The Role of Employer Branding and Employee Branding in the Multinationals", Misra, R.K., Shrivastava, A. and Sijoria, C. (Ed.) Technology, Management and Business (*Advanced Series in Management*, Vol. 31), Emerald Publishing Limited, Leeds, pp. 71-77. https://doi.org/10.1108/S1877-636120230000031007

Silva, A. J. & Dias, H. (2022). The relationship between employer branding, corporate reputation and intention to apply to a job offer. International Journal of Organizational Analysis, 31(8), 1-16. http://dx.doi.org/10.1108/IJOA-01-2022-3129

Tkalac Vercicˇ , A., & Sincic´ C´oric´ , D. (2018). The relationship between reputation, employer branding and corporate social responsibility. *Public Relations Review*, 44(4), 444–452. https://doi.org/10.1016/j.pubrev.2018.06.005