

**MINISTRY OF HIGHER EDUCATION AND SCIENTIFIC RESEARCH**

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**Master's degree thesis in Human Resources Management**

**Employer branding and its influence on employees'  
attraction and retention  
Case study: DHL  
International Algeria**

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## Abstract

The theme of employer branding and its impact on employee perceptions is captivating great interest from researchers and practitioners, the main aim of this research is to explore the influence that the employer branding has on the employees' attraction and retention, a detailed literature review of this topic was discussed from the birth of the employer branding concept to its last version and methods, this research had adopted a quantitative method beside some other key performance indicators to come up with a result shown that the employer branding through its employees value propositions has enormous technics and tools to attract and conserve the organization employees.

Key words: Employer branding – employee attraction – employee retention – employee value proposition – influencing.

## Résumé

Le sujet de la marque employeur et son impact sur les perceptions des employés est Captivant grand intérêt de la part des chercheurs et des praticiens, le but principal de cette recherche est d'explorer l'influence que de la marque employeur a sur l'attraction et la rétention des employés, une analyse documentaire détaillée de ce sujet a été discutée depuis la naissance du concept de marque employeur jusqu'à ses dernière versions et méthodes, Cette recherche avait adopté une méthode quantitative à côté d'autres indicateurs clés de performance pour en arriver à un résultat démontrant que la marque employeur par ses propositions de valeur des employés a d'énormes techniques et outils pour attirer et conserver les employés de l'organisation.

Mots clés : La marque employeur – attraction des employés – fidélisation des employés – proposition de valeur des employés – influence.

## ملخص

موضوع العلامة التجارية لصاحب العمل وتأثيرها على تصورات الموظفين جذب اهتمام كبير من الباحثين والممارسين الهدف الرئيسي من هذا البحث هو اكتشاف تأثير العلامة التجارية لصاحب العمل على جذب العمالة والاحتفاظ بهم ، بعد مراجعة مفصلة الأدبيات تمت مناقشة الموضوع منذ ولادة مفهوم العلامة التجارية لصاحب العمل حتى آخر تقنياته وأساليبه ، اعتمد هذا البحث طريقة كمية إلى جانب بعض مؤشرات الأداء الرئيسية الأخرى للتوصل إلى نتيجة أظهرت أن العلامة التجارية لصاحب العمل من خلال القيم المقدمة للموظفين لها تقنيات وأدوات عديدة لجذب الموظفين والحفاظ عليهم .

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### Abbreviation list

Abbreviation	Concept
HR	Human resources
CEO	Chief Executive Officer
EB	Employer branding
VP	Vise president
NGO	Non-governmental organization
CIPD	Chartered Institute of Personnel and Development
EVP	Employee value proposition
GFC	Global financial crisis
Perks	Perquisites
ROI	Return on investment
KPI	Key performance indicator
TAM	Talent acquisition manager
MS	Management system
CB	Compensation and benefits
ANEM	Agence National de l'Emploi
IT	Information technology

# **INTRODUCTION**

Focusing on human capital is vital to increase organizational performance and strengthen a nation's economy.

Companies are always thinking about their business elevation; and how the Human Capital can affect its continuity especially when a Global Financial Crisis is anticipated; companies are trying to fold, adapt and continue their activity by adopting solutions for maintaining essential business processes; either by building new policies or by going back to their previous ones to measure Them; in the other hand working on employees attraction and retention becomes a must because talents are what makes a successful business.

## 1.1 Topic importance

*«The business environment that organizations act in is dynamic and continuously changing, which is why the acquisition of competent employees with technical skills is vital, and since the competition among organizations for qualified human resources is intense, companies need to distinguish themselves from others» (Gaddam, 2008).<sup>1</sup>*

When the organizations do not value their human resources and especially do not work to attract and maintain the best talent. They can find themselves paying a premium to fill jobs with low-skilled workers. Inflating salaries without a related increase in productivity or even with no strategy to keep their best employees that usually lead their business growth.

They will be worsen by affecting the labor climate and the workers motivation, it affects also the current employees' experiences, which will have a negative impact on the employer brand.

To solve the talents need, to increase productivity, CEOs and HR managers recommend that Companies should focus more on optimizing existing talent by emphasize their employer branding practices; it will help the company to solve its own financial crisis if it's the case and mostly grow the business by focusing on talents, this is what we call a human capital centric organization where the employee is the key of the success.

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<sup>1</sup>

<sup>2</sup> *Employer Branding In Human Resources Management. (2013). (dissertation). Retrieved from [file:///C:/Users/HP/Downloads/HR and](file:///C:/Users/HP/Downloads/HR and EB.pdf)*

*[EB.pdf](#)*

According to (PwC; 2017) reports 93 % of CEOs say, they «*recognize the need to change ... their strategy for attracting and retaining talent*»– changing the strategy for those 93 % is necessary. «*Welcome in the brave new world of employer branding*». <sup>2</sup>

Employers are using several techniques to attract and retain their talent who make their competitive advantage. According to (PwC; 2017) 18th Annual CEO Survey, a full 73% of respondents are concerned about the availability of talent – a 10% increase from 2014. Executives worry that it is getting harder to recruit and keep the people who are both skilled high-performers and ‘fit’ within their organization’s culture.<sup>3</sup>

Moreover a study made by (MCKinsey group; 2001) reveals that Superior talent is up to eight times more productive and they can replace what companies can lose during the crisis, the need of those talents require a competitive value proposition, and an excellent employee journey in order to keep them engaged, and even attract the external talents that other companies could not.<sup>4</sup>

Nevertheless, the first thing companies should start with is measuring their employer branding strategy and how its impact and influence was on employees’ attraction and retention in different situations.

The EB has a desired impact on potential employees’ attraction that many leaders and hunters are always looking for. Employer brand makes it easier to recruit and retain, that what can affect the business’ bottom line in more than one way. For example, reducing the cost per hire and the turnover rate can equate billions of benefits’ companies can save, the following statistics by LinkedIn can illustrate how EB can affect your hire process and the business as well.

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<sup>4</sup> The talent challenge. (n.d.). Retrieved February 2020, from <https://www.pwc.com/gx/en/services/people-organisation/publications/ceosurvey-talent-challenge.html>

<sup>5</sup> People strategy for the digital age A new take on talent. (n.d.). Retrieved February 2020, from <https://www.pwc.de/de/human-resources/assets/people-strategy-for-the-digital-age.pdf>

<sup>6</sup> The best workers do the best and the most work. (2017, November 27). Retrieved April 4, 2020, from <https://www.mckinsey.com/business-functions/organization/our-insights/attracting-and-retaining-the-right-talent>



Figure 1 Bottom line employer branding impact

Source: LinkedIn talent solutions<sup>5</sup>

Here are some EB statistics collected by everyonesocial.com that showed how the employer branding is important in HR practices including talent acquisition and retention:

- ✓ 84% of job seekers said that when deciding on a job position, the company's reputation as an employer is important. (Talent Now).
- ✓ Negative reputation will cost each employee of the company at least 10%. (Harvard Business Review).
- ✓ 86% of human resources professionals say that recruitment is becoming more and more like marketing. (ICIMS).
- ✓ 80% of talent recruitment managers believe that the employer brand has a significant impact on the ability to hire outstanding talent. (LinkedIn).

By investing in employer brand, employee turnover can be reduced by 28%. (Office atmosphere) <sup>6</sup>.

In addition, because that each member of today organizations is a business partner and the journey of each is important, an effective employer branding is necessary to maintain this new generation with its new expectations,

That is what PETER CAPPELLI (1999). Noted, remarkable change in professional expectations since the silent generation up to the generation Z including:

*«The stability of job, the skyline of reasoning, the development of competences, and the progress of career, composition of remuneration, report employee / employer and extra professional expectations»*. These new expectations are the main source of the talents war

<sup>5</sup> Employer Brand Statistics. (n.d.). Retrieved May 24, 2020, from [https://business.linkedin.com/content/dam/business/talent-solutions/global/en\\_us/c/pdfs/ultimate-list-of-employer-brand-stats.pdf](https://business.linkedin.com/content/dam/business/talent-solutions/global/en_us/c/pdfs/ultimate-list-of-employer-brand-stats.pdf)

<sup>6</sup> The 28 Employer Branding Statistics Your Company Must Know. (2020, January 29). Retrieved May 27, 2020, from <https://everyonesocial.com/blog/employer-branding-statistics/>

where companies are struggling to keep and retain the best people within the huge competition in different activities<sup>7</sup> Nowadays, with Y Generation migrating into the workplace, the yardsticks and criteria have changed. Candidates become more demanding. They want their future employer to be a good match for their own professional beliefs and career plans.

In a paper dated January 2017 on *Employer Branding Und Personal marketing, authors at Otto-Friedrich-University in Bamberg* reported that 73 % of job hunters in a poll claimed their demands towards potential employers had risen in recent years. This has clearly intensified the existing competition between rivalling brands<sup>8</sup>

That is why many authors', business owners and HR leaders have proposed a solution to overcome that war.

“Jared Nypen” (Talent VP at Great Clips INC) within *link humans* interview explained the role of Building a Great Employer Brand to attract and retain and win the Talent War.<sup>9</sup>

“Niklas Schaffmeister” GLOBEONE Brand head explained in his article how the employer branding strategy is a useful weapon in the war for talents, he mentioned that according to research institute Prognos, there would be a skills gap of up to three million qualified workers by 2030. Companies with an employer branding strategies are willing to attract and keep the best skilled people.<sup>10</sup>

Within an expected global and local (Algeria) financial crisis, employees with new expectations, talents war within a huge competition between Algerian companies and even the brain drain phenomenon impact, Companies have to focus on their EB strategies and the employee value propositions provided in order to overcome these challenges.

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<sup>7</sup> LA PRATIQUE DU MARKETING RH FACE A LA GENERATION "Y" AU MAROC :RESULTATS DE L'ETUDE EXPLORATOIRE AUPRES D'UNE ENTREPRISE MAROCAINE. (2017). *Université Cadi Ayyad, Marrakech* , 17. Retrieved from <file:///C:/Users/HP/Downloads/Pratique MRH.pdf>

<sup>8</sup> EMPLOYER BRANDING – THE SECRET WEAPON IN THE WAR FOR TALENTS. (1n.d., September). Retrieved May 1, 2020, from <https://www.globe-one.com/blog/employer-branding-the-secret-weapon-in-the-war-for-talents/>

<sup>9</sup> Building a Great Employer Brand to Win the Talent War. (2019, July). Retrieved March 2020, from <https://soundcloud.com/linkhumans/building-a-great-employer-brand-to-win-the-talent-war-with-jared-nypen-of-great-clips>

<sup>10</sup> EMPLOYER BRANDING – THE SECRET WEAPON IN THE WAR FOR TALENTS. (1n.d., September). Retrieved May 1, 2020, from <https://www.globe-one.com/blog/employer-branding-the-secret-weapon-in-the-war-for-talents/>

## 1.2 Problem statement

Much of researches had been carried out within the last 20 years the topic that bring together branding and human resources when the HR becomes Brand holders “Charles-Henri Bess Eyre”<sup>11</sup> Which is the employer branding.

As we mentioned above EB is a strategy used to attract and retain the best potentials, that make the difference and the competitive advantage; “*strong employer brand that is targeted to the talent they need, they carefully access develop and recruit talent that fits the skill needs of the organization*” “Edward E. Lawler”<sup>12</sup>.

Within the current competitive market; attracting and retaining are going through a process where the employer has to deliver the best value Propositions based on what its candidates expect in order to improve their experience as a candidate and later as an employee, «*Among the benefits, a strong employer brand attracts better applicants*» (Collins & Stevens, 2002)<sup>13</sup>

In this study we shall discuss the influence of the employer branding on employees attraction and retention through their experiences and other indicators at DHL international Algeria company, as an intern at the Human resources department, our study took three month of investigation and research starting from February 16<sup>th</sup> 2020.

The Indicators are from different EVP package DHL provides, such as career opportunities by providing opportunities to young graduate students, furthermore DHL has a partnership with the non-governmental organisation (NGO) I am working with “AIESEC”<sup>14</sup>

In addition, one of DHL strategy and goals by 2050 is recruiting retaining and engaging employees, DHL has been chosen because of many criteria such as its strategy that supports young graduate students and invests in them,<sup>15</sup>

Moreover, retention has become one of the most topic companies are struggling with those days; a recent research conducted by the CIPD suggested that 77% of employers found it

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<sup>11</sup> (2011). Retrieved from <https://www.agnes-duroni.com/wp-content/uploads/2013/11/TheseHECAgnesDuroni.pdf>

<sup>12</sup> Jossey-Bass. (2008). *Talent: Making People Your Competitive Advantage* (3rd ed.). Michigan, USA.

<sup>13</sup> *Impact of Employer Branding on Employee Attraction and Retention*. (n.d.). (dissertation). Retrieved from file:///C:/Users/HP/Downloads/Impact of Employer Branding on Employee Attraction and Retention .pdf

<sup>14</sup> Employer Branding Campaign | DP DHL Group AIESEC. (n.d.). Retrieved January 2020, from <https://www.behance.net/gallery/73737213/Employer-Branding-Campaign-DP-DHL-Group-AIESEC>

<sup>15</sup> One of DHL’s major goals is to become the Employer of Choice by 2020. (2017, June). Retrieved May 2020, from <https://www.theobserver.com/one-of-dhls-major-goals-is-to-become-the-employer-of-choice-by-2020-henry-fares-vp-of-hr-at-dhl-express-mena/>

difficult to retain staff during the last 12 months. Institute of Leadership and Management (ILM) figures show that in 2014 one-fifth of employees planned to leave their job. Particularly among millennials<sup>16</sup>.

The employer branding has been chosen as our topic because it is an HR matter that is what Ambler and Barrow had mentioned by saying: «*potential organization should be different One of the activities of the HR department is to manage the recruitment process engagement and retain the current employees' leads the grow the productivity*», means that HR are a pivotal key aligning with the business strategy, also we tend more to the Domains that care about people and believe that Human resources are the major key for every development.<sup>17</sup> That is what HC-centric organizations believe in, and if we notice around us we realize, those organizations are in the top within the market, we can mention Unilever-General Electric-Google -Starbucks-Appel- Netflix and so on, each one of these is the leader in its domain because they believed that investing on human capital is what makes the difference, As Simon Sinek said, «*Customers will never love a company until the employees love it first*»

<sup>18</sup>.

### 1.3 Aims and objectives

Our research was built on some previous researches gaps, including some approaches of Human Capital centric, EB and HR leaders' articles and experiences in addition to some other thesis and dissertation where we inspired our methodology, this paper contains three chapters each one has played its role toward answering the research question.

Mentioning the importance of this topic and its specific problem statement requires a problematic which has identified the research aim and objective,

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<sup>16</sup> How to increase staff retention. (2016, January 20). Retrieved May 2020, from <https://www.hrmagazine.co.uk/article-details/dhl-express-vp-of-hr-how-to-increase-staff-retention>

<sup>17</sup> *Employer Branding In Human Resources Management*. (2013). (dissertation). Retrieved from:

[file:///C:/Users/HP/Downloads/HR and EB.pdf](file:///C:/Users/HP/Downloads/HR%20and%20EB.pdf)

<sup>18</sup> Why Companies Are Investing in Employee Perks. (2015, September 14). Retrieved March 24, 2020, from <https://www.fond.co/blog/why-companies-are-investing-in-employee-perks/>

We came up with one pivotal question followed by three sub questions that are going to be answered through our investigation, and three hypotheses that will be tested and confirmed at the end of our investigation.

Research aim (the problematic):

In this research, we are going to answer the following questions:

## To what extent can the Employer Branding affect the employees' Attraction and Retention?

*Sub questions:*

-what are the most value propositions that can sustain DHL employees?

-How does the employer branding affect their decision?

-What are the value proposition that attract and retain Y generation the most?

-Research objective:

Our investigation process went through a quantitative approach through a descriptive survey in order to answer our research questions and test the hypotheses we are coming with, details are provided in the chapter 3 of methodology of this paper.

Hypothesis:

- DHL employer branding strategy is providing a package of value propositions that can attract and retain employees.
- Most of DHL employees are still working there only because their financial situation.
- There is a relationship between DHL EVP and employees' attraction and retention.

**CHAPTER I**  
**LITERATURE REVIEW**

## Section 1: Understanding of the Employer Branding

In management and business fields, the need of a new strategy to overcome the talents war and technology evolution was urgent, especially in 90S when the new generations (Y, Z) were born with new expectations, that need has pushed authors and professional to mix between strategy, Marketing and Human resources to come with the HR marketing field (PANCZUK and al;)<sup>19</sup> when the HR became marketers and Employer Branding Holders (Charles-Henri Besseyre; 2009) (figure2)<sup>20</sup>.

A new independent concept was emerged by (Ambler and Barrow; 1996) which is the employer branding, « *Employer branding has emerged from applying marketing principles to the field of personnel Recruitment*» (Maurer et al; 1992)<sup>21</sup>.

As stated, EB in the context of HRM is a relatively new phenomenon, and the amount of empirical research can definitely be seen as insufficient. Most of the research concerns the fact that EB is important, and should be implemented in HRM (Barrow, 2008; Gaddam, 2008; Maxwell & Knox, 2009)<sup>22</sup>.



Figure 2 HR manager role evolution

Source:<sup>23</sup>

<sup>19</sup> Editions d'Organisation. (2008). *Enjeux et outils du marketingrh*.

<sup>20</sup> (2011). Retrieved from <https://www.agnes-duroni.com/wp-content/uploads/2013/11/TheseHECAgnesDuroni.pdf>

<sup>21</sup> *Employer Brand For Talent Acquisition: An Exploration Towards Its Measurement*. (n.d.). (Dissertation). Retrieved from [file:///C:/Users/HP/Downloads/Employer Brand for Talent Acquisition An.pdf](file:///C:/Users/HP/Downloads/Employer%20Brand%20for%20Talent%20Acquisition%20An.pdf)

<sup>22</sup> *Employer Branding In Human Resources Management*. (2013). (dissertation). Retrieved from [file:///C:/Users/HP/Downloads/HR and EB.pdf](file:///C:/Users/HP/Downloads/HR%20and%20EB.pdf)

<sup>23</sup> (2011). Retrieved from <https://www.agnes-duroni.com/wp-content/uploads/2013/11/TheseHECAgnesDuroni.pdf>

# 1 Employer branding evolution through its definitions

## 1.1 Employer branding 1.0

Ambler and Barrow (1996) were among the first ones to bring together the domains of Human resources marketing and management into a single conceptual area by gathering them in the term of employer brand. Ambler and Barrow (1996) classed the phenomenon of the employer branding «*as the way in which companies publicly differentiate themselves from others in terms of employment experience*». <sup>24</sup>

In Ambler and Barrow definition, they privileged the differentiation approach in the employee's experience that means provide what other organizations do not. Even if they mentioned what EB can provide for the employees,

*«The package of functional, economic and psychological benefits provided by employment and identified with the employing company»*

(Ambler and Barrow; 1996)<sup>25</sup>.

In 2002, Ewing et al were on same line of Ambler by defining the EB as: «*Building an image in the minds of the potential labor market, that the company above all others, is a great place to work*»<sup>26</sup>

Backaus and Tikoo in 2004 tented to the external approach too, when they defined the EB as «*The process of building an identifiable and unique employer identity... concept of the firm that differentiates it from its competitors*» <sup>27</sup>.

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<sup>24</sup> *Employer Branding: Fad or Friend?* (2014, September). (dissertation). Retrieved from [file:///C:/Users/HP/Downloads/Employer branding it self.pdf](file:///C:/Users/HP/Downloads/Employer%20branding%20it%20self.pdf)

<sup>25</sup> *Employer Branding: Fad or Friend?* (2014, September). (dissertation). Retrieved from [file:///C:/Users/HP/Downloads/Employer branding it self.pdf](file:///C:/Users/HP/Downloads/Employer%20branding%20it%20self.pdf)

<sup>26</sup> What Makes an Attractive Employer: Significant Factors from Employee Perspective? (2011, December). Retrieved March 2020, from [https://www.researchgate.net/publication/264764694\\_What\\_Makes\\_an\\_Attractive\\_Employer\\_Significant\\_Factors\\_from\\_Employee\\_Perspective](https://www.researchgate.net/publication/264764694_What_Makes_an_Attractive_Employer_Significant_Factors_from_Employee_Perspective)

<sup>27</sup> *Impact of Employer Branding on Employee Attraction and Retention.* (2012). Retrieved February 28, 2020, from [file:///C:/Users/HP/Downloads/Long link.pdf](file:///C:/Users/HP/Downloads/Long%20link.pdf)

According to Brett Minchington this period was the Employer branding 1.0 when the focus was more on the employer and the external image; the objective was, filling jobs based on functional value proposition<sup>28</sup>.

Those functional values are the physical and the basic needs. It included: salary benefits health and wellbeing that is what John Bersin had explained by mixing the functional values with Maslow's pyramid (figure3)<sup>29</sup>.

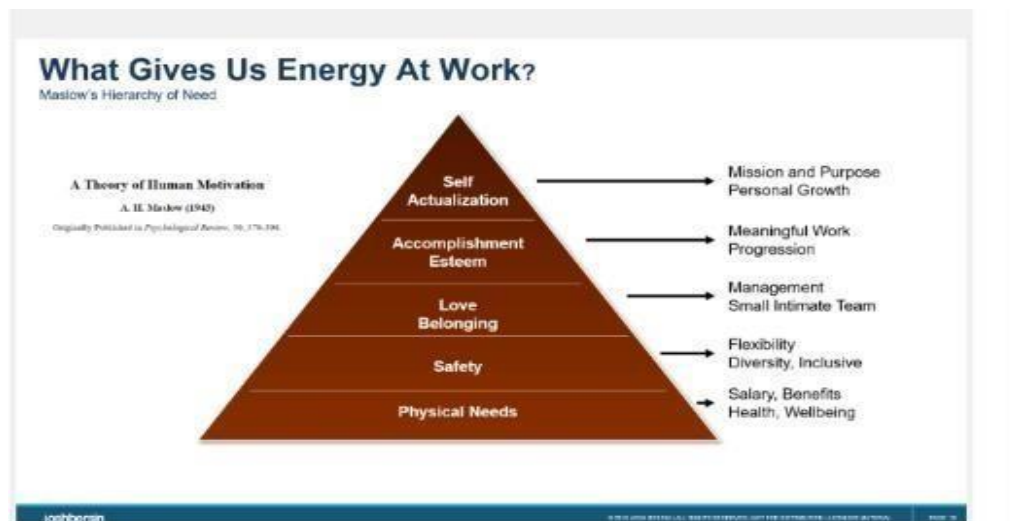


Figure 3 Professional needs

Source: <https://joshbersin.com>

During this period the value proposition was focusing on benefits and compensation only; The most important and strategic focus by employers was to develop their external image and what people say about their organization; they were partially neglected the internal side where their Employees' journey and experience should be used as a tool to attract best talents that is what Brett Minchington resumed when he defined the EB 1.0:

«The EB 1.0 was chartered by one-way interactions employers and their employees and customers. Employees were seen as an infinite resource and talent was in abundance»<sup>30</sup>.

<sup>28</sup> *Employer Branding 3.0*. (2010, July). Retrieved March 31, 2020, from <https://www.slideshare.net/brettminch/employer-branding-30-52657777>

<sup>29</sup> *Which Parts Of Employee Experience Really Matter Most*. (2017, November 7). Retrieved March 30, 2020, from <https://joshbersin.com/2019/11/which-parts-of-employee-experience-really-matter-most/>

<sup>30</sup> *Employer Branding 3.0*. (2010, July). Retrieved March 31, 2020, from <https://www.slideshare.net/brettminch/employer-branding-30-52657777>

In EB 1.0, the employer was centric, the external images of employers was a priority, when the customer relationship was disconnected, and The Employee value proposition was tangible in order to achieve the functional objectives.

## 1.2 Employer branding 2.0

In 2004, Sullivan defined employer branding as « *a targeted, long-term strategy to manage the Awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm* ». <sup>31</sup>.

Both Ambler and Sullivan mentioned what can EB offers internally for its employees, especially their intangible needs but they were focusing more on the stakeholders generally and the competitors specifically; here the EB jumped to its second period by providing the intangible needs such as diversity, flexibility and inclusive, that was what Bersin pyramid showed (figure 3).

Fernon (2008) has rightly summed up the power of the employer brand by gathering the double meaning of EB by this definition:

*«its ability to deliver organizational success by attracting and retaining the right people, providing an environment in which employees live the brand, improving organizational performance in key business areas of recruitment, retention, engagement and the bottom line and differentiating employers from each other, Creating competitive advantage»*.<sup>32</sup>

Employer Branding 2.0 was focusing on employees, its objective was to engage them by providing functional and emotional value propositions that emphasize the employees' experience (figure 4).

*«Employees look at everything that happens at work as an integrated experience that impacts daily life in and outside the workplace, including overall physical, emotional, professional, and financial well-being»*. John Bersin said.<sup>33</sup>

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<sup>31</sup> *Impact of Employer Branding on Employee Attraction and Retention. (2012). Retrieved February 28, 2020, from file:///C:/Users/HP/Downloads/Long link.pdf*

<sup>32</sup> *Employer branding and its influence on employee retention: A literature review. (2017, August). Retrieved March 16, 2020, from file:///C:/Users/HP/Downloads/EB LR UK.pdf*

<sup>33</sup> What's the difference between Employee Experience and Employee Engagement? (2018, February 13). Retrieved April 25, 2020, from <https://www.linkedin.com/pulse/whats-difference-between-employee-experience-carolyn-nevitte/>

Moreover, because employee experience is the input — while employee engagement is the output companies were aiming for; Employers in this period were asking themselves: what impression are we giving our people if we act this way? What if what we do will not engage them?

In EB 2.0, the Human was centric, the external images of employers had been improved when they worked on employees' engagement for a better EX, the HR became the tool for a competitive advantage and the EVP changed its one direction from only tangible to both tangible and intangible.



Figure 4 Employer Branding evolution

Source: Brett Minchington <sup>34</sup>

### 1.3 Employer branding 3.0

After this period, many reasons and changes pushed the EB concept and its practices to move to its 3.0 period,

The global financial crisis (GFC) 2008 has led a shift towards the EB 3.0 when the focus became on stakeholders and the community at whole instead of employees or customers only. This new focus explained the development of the Brand concept from marketing to community,

<sup>34</sup> Will Periscope and Meerkat for Twitter impact your Employer Branding strategy?(2015, june 1). Retired from <https://thesocialrecruiter.wordpress.com/>

Brett Minchinton mentioned that the technology, internet and the new expectations of Y generation were the main reasons of that development<sup>35</sup>, in a recent study Bersin conducted with LinkedIn, employees had been asked what most inspired them about their job—the highest percentage (26%) focused on the nature of the work itself. «*Companies should not underestimate the damage caused by publicized poor employee experience. Amazon, Sports Direct and even “best place to work” Google have seen damage to their employer brand from widely reported stories*»<sup>36</sup>.

That is what obliged employers to improve more their EX from the consideration phase of their candidates until they become alumni. That is what Bersin has mentioned in his pyramid, in accomplishment esteem phase, which includes the meaningful work. (Figure 03 by John Bersin).

In Employer Branding 3.0, we have to:

*«Think community, not workplace»,*

Brett Minchinton.

It is no longer sufficient for values to simply reside in company mission and vision statements. They need to be brought to life and inspire employees; he also mentioned today key employment and employee experience by saying: «*for today’s workers, a workplace is not a separate sphere anymore. It is another community where you work, not for the bottom line, but to build something meaningful and to make a difference*»<sup>37</sup>. In EB 2.0, the external relationship was focusing on customers, but now it is more, it is about stakeholders’ candidates and the whole public, the EVP moved from functional emotional to these previous plus the spiritual,

Companies become culture providers, work-life and diversity managers that what drives employees to an automatic engagement.

Charles-Henri Besseyre (2009) had mentioned that «*The importance of developing a marketing orientation of the HR function until they become Employer branding holders and diversity managers*»<sup>38</sup>.

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<sup>35</sup> *Employer Branding 3.0*. (2010, July). Retrieved March 31, 2020, from <https://www.slideshare.net/brettminch/employer-branding-30-52657777>

<sup>36</sup> *What’s the difference between Employee Experience and Employee Engagement?* (2018, February 13). Retrieved March 30, 2020, from <https://www.linkedin.com/pulse/whats-difference-between-employee-experience-carolyn-nevitte/>

<sup>37</sup> *Employer Branding 3.0*. (2010, July). Retrieved March 31, 2020, from <https://www.slideshare.net/brettminch/employer-branding-30-52657777>

<sup>38</sup> (2011). Retrieved from <https://www.agnes-duroni.com/wp-content/uploads/2013/11/TheseHECAgnesDuroni.pdf>

Employer branding in 3.0 period has depended on the EX, the more your EVP is suitable and sustainable the more your EX is improved and your EB can attract and retain talent, this objective has been neglected in EB previous periods, also the most important in EB 3.0 is the alignment between EB goals and the business goals.

Colleen Finnegan said *«The bottom line for your employer brand: it's nothing without a positive employee experience. To really ensure your employer brand is clearly communicated, you need to be thinking strategically about how your employee experience is being promoted by your people and how this can be influenced»*.<sup>39</sup> The role of this promotion has been adopted by the new technologies including the new tools such as social media.

In the other hand EX becomes Human experience where customers are loyal to brands like Zappos, Marriott and Virgin Airlines because of their people, it is the human interactions with leaders, coaches, teammates and other employees that are at the heart of workforce engagement and productivity.<sup>40</sup>

Employer branding 3.0 is not about CRM anymore, it is about the community management. In EB 3.0 Employers are focusing on stakeholders, EVP is touching many aspects regardless of benefits compensation and work environment, it is providing now career and culture management,

Bersin said: *«Is twice as important as culture—and more than four times more important than money»*<sup>41</sup> Employee Experience became unseparated with the employer branding, *«Employee experience walks the walk, employer brand talks the talk»* they both became strategic and aligned with the global strategy and business goals, the EX is more human and looking for blended work-life, *«A positive employee experience holds unlimited potential to strengthen your employer brand. This, at the same time, improves workforce productivity, employee attraction and retention»*<sup>42</sup>.

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<sup>39</sup> Why aligning employee experience with employer branding matters. (n.d.). Retrieved March 29, 2020, from <https://envoy.com/blog/why-aligning-employee-experience-with-employer-branding-matters/>

<sup>40</sup> EMPLOYEE EXPERIENCE REIMAGINED. (n.d.). Retrieved April 2020, from [https://www.accenture.com/\\_acnmedia/PDF-64/Accenture\\_Strategy\\_Employee\\_Experience\\_Reimagined\\_POV.pdf](https://www.accenture.com/_acnmedia/PDF-64/Accenture_Strategy_Employee_Experience_Reimagined_POV.pdf)

<sup>41</sup> How to reinvent HR for a changing world. (2020, March 9). Retrieved March 30, 2020, from <https://hrxexecutive.com/how-to-reinvent-hr-for-a-changing-world/>

<sup>42</sup> Why aligning employee experience with employer branding matters. (n.d.). Retrieved March 29, 2020, from <https://envoy.com/blog/why-aligning-employee-experience-with-employer-branding-matters/>

If we gather all what those authors had defined, taking in consideration each phase the EB passed by, We come up with our own definition that can resume the evolution the EB concept from its birth in 1996 to now by saying:

Employer branding is the strategy used by a company to attract retain and engage its employees by providing them with tangible and intangible value proposition, those EVP define its positioning and sustainable strategic direction toward a better employee experience,

In addition, being aware of what other companies are giving to ensure its external equity to the whole community by being unique under the purpose of serving its business growth and being socially responsible.

## 2 Employer brand and its alignment with other brands

Although Employer brand is different from other brands: customer and corporate (Figure 5), each brand has its specific tools based on its target but all of them are aligned to the global branding strategy.

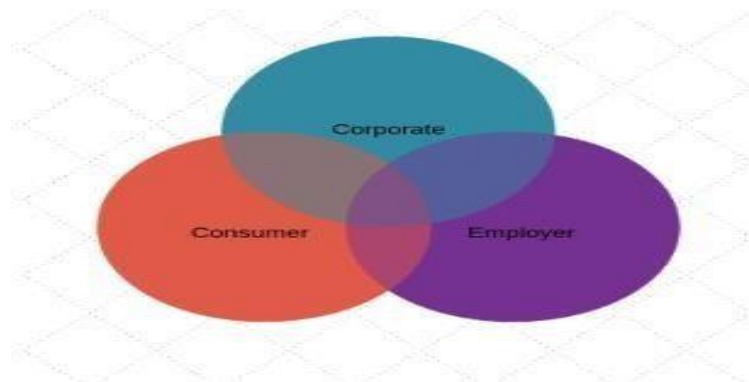


Figure 5 Brands alignment

Source : reflektor.ie<sup>43</sup>

Alignment of EB with customer brand: companies may decide to set up a separate marketing account for their employer brand – if they do this, they must be sure to be consistent with their consumer brand to ensure that they are not flooding the market with company advertising; and to ensure that the company information is communicated with other Messaging coordination on the account.

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<sup>43</sup> Who is Responsible for Employer Branding? (2018, December). Retrieved May 20, 2020, from <http://reflektor.ie/who-is-responsible-for-employer-branding/>

In addition, for paid advertising, it may be able to reach agreements with suppliers and find other economies of scale,

Alignment with corporate brand: For a corporate brand, it is important for companies and employer branding holders to ensure that it is also consistent with their employer brand information. The company's brand usually involves the company's leader, whether it is in a speech opportunity or in a press release that includes the company. They can find opportunities here, including employer brand information. If they include their leader in the development of employer brand information from the beginning, this should be relatively easy to achieve.<sup>44</sup>

### 3 The Employee experience is the heart of employer branding

*“Employee experience walks the walk, employer brand talks the talk”*. For Colleen Finnegan, they are two sides of the same coin. *«A great employee experience fuels a great employer brand, and a great employer brand will attract people who thrive, and fuel a positive employee experience»*.<sup>45</sup>

According to Jörgen Sundberg, *«Employer brand is what externs talk about your organization while employee experience is what you actually provide for your employees»*

EVP and EX have an intersection point that Richard Mosley considered it as a reason of a high turnover is when the expectations meet the reality, meaning the difference between what you promise the externs and what they find which can push to leave.

*«The employee experience encapsulates what people encounter, observe or feel throughout their employee journey at an organisation. That is to say, what it is actually like to work for the organisation rather than the picture you present of the organisation»*. Jörgen Sundberg<sup>46</sup>

Within a YouTube interview Brett Minchington said *«Employer branding is the image of your organization it is to create a great place to work amongst your employees your candidates, customers stakeholders, and shareholders; it's becoming really important*

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<sup>44</sup>Who is Responsible for Employer Branding? (2018, December). Retrieved May 20, 2020, from <http://reflektor.ie/who-is-responsible-for-employer-branding/>

<sup>45</sup> Why aligning employee experience with employer branding matters. (n.d.). Retrieved March 29, 2020, from <https://envoy.com/blog/why-aligning-employee-experience-with-employer-branding-matters/>

<sup>46</sup> EMPLOYER BRAND VS. EMPLOYEE EXPERIENCE. (n.d.). Retrieved April 2, 2020, from <https://linkhumans.com/employer-brand-employee-experience/>

*because talents and customers are demanding a better experience if you cannot deliver a great experience do not expect to attract a great talents»<sup>47</sup>.*

John Bersin also mentioned that: *«Employee experience takes into consideration how employees see, hear, believe and feel about all aspects of their employment. These aspects stretch from the recruitment process, through to their last day at your company»<sup>48</sup>.*

#### **4 Employee Value Proposition: An employer-branding tool**

Since attracting and retaining employees is harder than ever, consistent and efficient communication of Employee Value Proposition (EVP) has become extremely important.

Many recruiters and other HR Professionals now have planned strategies for communicating their EVP and Employer Brand with current and potential future candidates.

Richard Mosley from Harvard business review defined the EVP as *«the key benefit offered by the company as an employer, and the production of employer brand guidelines, which aimed to bring greater consistency to the company's recruitment advertising»<sup>49</sup>* (figure 6)

Minchington (2005) defines an Employee Value Proposition (EVP) as:

*«A set of associations and offerings provided by an organization in return for the skills, capabilities and experiences an employee brings to the organization».*

Minchington (2005)<sup>50</sup>.

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<sup>47</sup> Introduction to employer branding. (2017, August 9). Retrieved March 2020, from <https://www.youtube.com/watch?v=BIq9nTq1Ka0>

<sup>48</sup> *Employee Experience vs Employee Engagement: What is the Difference?* (2019, September 4). Retrieved March 2020, from <https://peopleinsight.co.uk/employee-experience-vs-engagement/>

<sup>49</sup> *CEOs Need to Pay Attention to Employer Branding.* (2015, May 11). Retrieved March 9, 2020, from <https://hbr.org/2015/05/ceos-need-to-pay-attention-to-employer-branding>

<sup>50</sup> What is Employee Value Proposition (EVP)? (3AD). Retrieved March 2020, from <https://www.talentlyft.com/en/resources/what-is-employee-value-proposition-evp>

For Avinash Pawar An effective Employee Value Proposition enables the organizations to attract and retain the great talent with reputation as an employer of choice, he defined it as «*The Employee Value Proposition (EVP) represents the perceived overall deal between employer and employee. It is the balance of the offerings and benefits that are received by employees in return for their performance at the workplace*»<sup>51</sup>.

Sengupta et al. (2015) identified that «*value propositions are the backbones of employer branding as they create a clear vision of how organizations' brand themselves to help increase retention levels*».<sup>52</sup> Existing employees are the most powerful source of advertising; they play a key role in helping companies to attract talent. Moreover, to develop a brand ambassador, the employees must maintain consistency in the external sales image and the daily reality of working for the company. «*Incorporate EVP into the company's onboarding plan, reward and recognition plan, internal communication, policy and business plan to be reflected in the company's daily operations*» Michel page.<sup>53</sup>

HR managers have to check the EVP once a year to ensure that it continues to reflect changing employee experience.

Gaddam (2008) discusses how the employer brand should be present in every part of the employment experience and should promote an employment package, including career development, working environment, benefits, social and mental satisfaction, etc.<sup>54</sup>

Gaddam by this vision has gathered both EVP and EX when the employer should work on their EX by providing several employment package gathered in their EVP in order to attract and retain the best people. Organizations generally develop an EVP to provide a consistent platform for employer branding and experience management. EVP is a magnet that attracts job candidate.

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<sup>51</sup> *Employee Value Proposition: Analysis, Assessment and Evaluation. (2019). Retrieved March 25, 2020, from [https://www.academia.edu/42284834/Employee\\_Value\\_Proposition\\_Analysis\\_Assessment\\_and\\_Evaluation\\_Redefining\\_the\\_HR\\_Agenda](https://www.academia.edu/42284834/Employee_Value_Proposition_Analysis_Assessment_and_Evaluation_Redefining_the_HR_Agenda)*

<sup>52</sup> *Employer branding and its influence on employee retention: A literature review. (2017, August). Retrieved March 16, 2020, from file:///C:/Users/HP/Downloads/EB\_LR\_UK.pdf*

<sup>53</sup> *Create a great employee value proposition. (n.d.). Retrieved April 2020, from <https://www.michaelpage.co.uk/advice/management-advice/attraction-and-recruitment/create-great-employee-value-proposition>*

<sup>54</sup> *Employer branding and its influence on employee retention: A literature review. (2017, August). Retrieved March 16, 2020, from [file:///C:/Users/HP/Downloads/EB\\_LR\\_UK.pdf](file:///C:/Users/HP/Downloads/EB_LR_UK.pdf)*

In short, your Employer Brand is the reflection of the 5 blocks of your **Employee Value Proposition**:



Figure 6: The five blocks of the EVP

Source: TalentLyft.com<sup>55</sup>

## Section 2: Employer branding in different approaches

Employer Branding has been treated by different approaches, an approach that focuses only on human capital, an approach that focuses on employees perks and another that does differentiate the employer brand for employees and customers by gathering both in one.

### 1 Human Capital centric approach

What does a Human Capital-centric organizations look like? It is important to understand what it is first,

*«An HC centric organization is one that aligns its features (reporting systems-compensation division and department structure, information systems and so on) toward the creation of working relationships that attract talented individuals and enable them to work together in an effective manner»* Edward E. Lawler III<sup>56</sup>.

A company that adopts the HC-centric approach work for its brand to achieve the human resources goals and objectives by attracting and retaining the best workers within the competitive market,

<sup>55</sup> What is Employee Value Proposition (EVP)? (3AD). Retrieved March 2020, from <https://www.talentlyft.com/en/resources/what-is-employee-value-proposition-evp>

<sup>56</sup> Jossey-Bass. (2008). Talent: Making People Your Competitive Advantage (3rd ed.). Michigan, USA. P68

*«Every organization is known for certain things when it comes to how it treats its employees. This Employer brand is a key part of what attracts talent to a company. All too often, this brand is the result of happenstance and the uncoordinated actions of the organization with respect to its employment decisions and policies. For HC-centric organizations, random branding is simply not tolerable»<sup>57</sup>.*

Starbucks provides an obvious example. People see it as a good place to work partly not only because it gives to its employees' health care benefits but it also offers a friendly, pleasant work environment that is what we call human focused organization one that attracts and retains the best potentials.

## **2 Perquisites approach**

Some managers equate a good employer brand with perquisites. Consider many of the extra that were common in information –technology companies during the dot-com boom of the late 1990s. According to the dot-com list, the question was is those perk affect only the organization effectiveness or it has other impacts especially on employees' attraction and retention, the answer was discussed by Edward E. Lawler III in their book as the fellow points:

Employer brand: *«visible rewards can clearly distinguish an organization as a good place to work. Again, the key issue is whether they create the kind of brand that the organization wants»<sup>58</sup>.*

The author mentioned some examples:

-Extensive use of stock options by organizations can create a brand of an organization as being a place where you can get quite wealthy.

-Giving individuals free time to explore exiting research projects can create the perception that the organization is a place where individuals can use their creative skill.

HC-centric companies can adopt the perks approach in order to attract and retain the best talents, this approach contributes to improve their Employer brand and so on, but the ROI is a must and the outcomes have to be justified.

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<sup>57</sup> Ibid.P68

<sup>58</sup> Jossey-Bass. (2008). Talent: Making People Your Competitive Advantage (3rd ed.). Michigan , USA

The bottom line of the allowance is that it is easy to spend too much money on the allowance, which hardly contributes to the effectiveness of the organization. However, if a luxury-centric company looks luxurious, it may help to reduce turnover and attract excellent employees, build community awareness, improve the employer brand, etc., then this may be the key to cost effectiveness. Each privilege is based on whether these costs are actually reasonable. Some companies know that their talents are appropriate, so the behavior and lifestyle of their organization's employees are consistent and therefore correct. Others did not, and the result was a waste of money.

### 3 Customer approach

Edward E. Lawler in their book “Talent” talked about the employer branding and its role to attract customers, they mentioned some reputed companies that are improving their EB to bit two birds with one stone employees and customers «*Developing an effective employer brand not only can attract the right employees, it can also attract customers*»<sup>59</sup>.

Consider Singapore Air and Southwest Airlines They both use their brand as an employer to attract customers as well as employees. Southwest recruiting efforts and general advertising companies explicitly emphasize the work environment fun and freedom that comes with being an employee, the special relationship between employees and customer is an outcome of the special relationship between employer and employees.

The southwest approach is designed to attract employees who have skills and the desire to provide good customer experiences; that what is the internal marketing aiming for,

Anne M. Mulchy said, «*Satisfied employees mean satisfied customers, which leads to profitability.*” In addition, for us we say a good employee experience means a good customer experience»<sup>60</sup>

It also sends a positive message to customers about by whom they will be treated and served.

Finally, if the company is willing to disclose the quality of its relationships with its employees, the method conveys an important sense of transparency.

### Section 3: Employer Branding positioning

The top management generally manages the employer branding either by the HR department or the CEO and even the marketers, in this section we are going to mention some authors and professionals that tended to the idea that EB is under the HR management while others emphasize that its management can be only by the CEO.

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<sup>59</sup> Jossey-Bass. (2008). Talent: Making People Your Competitive Advantage (3rd ed.). Michigan, USA

<sup>60</sup> Ibid.P74

## 1 HR department holds employer branding:

As Charles-Henri Besseyre mentioned the importance of developing a marketing orientation of the HR function, to the point where HR becomes Employer branding holders and diversity managers, figure1.

Which means Human resources department is responsible for the employer branding strategy, and for Attracting and retaining the best people.

A Survey made by Universum in partnership with DHL showed that in large companies Talent acquisition manager is responsible of managing the brand <sup>61</sup>

Morocko & Uncles explained that the HR department is the contributor in attracting and retaining the best potentials,

*«The mission of the HR department, in the context of Employer Branding, should therefore be to establish the foundation of the employer brand and communicate it to potential and current employees to maintain growth within the firm»*2008 Morocko & Uncles <sup>62</sup>

According to Barrow (2008) HR are the most suitable since they have an overview of the organization and the managerial insights needed”.<sup>63</sup>

What Martin et al mentioned prove that HR has a significant and important role in branding policies whether internal or external; “Morocko & Uncles” explained that the HR department is the contributor in attracting and retaining the best potentials by communicating the brand of the company.

Furthermore by providing a sustainable and different employment experience; EB should be in a strategic position where the HR department is the head, CEO and Marketing managers bring together their thoughts and work for a sustainable policy.

To emphasize the point that mentioned that HR are responsible for employer branding, we came up with the 2020 Outlook: The Future of Employer Branding recently released by Universum, it shows how three different organizational roles view their responsibility for employer branding:

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<sup>61</sup> A global look at how talent acquisitions pros use Employer Branding. (n.d.). Retrieved April 2020, from <http://www2.universumglobal.com/employer-branding-report>

<sup>62</sup> *Employer Branding In Human Resources Management*. (2013). (dissertation). Retrieved from file:///C:/Users/HP/Downloads/HR and EB.pdf

<sup>63</sup> Ibid. P7

16% of CEOs feel the most responsible for employer branding  
 32% of CEOs see HR as the most responsible for employer branding,  
 88% of HR execs see HR as the most responsible for employer branding,  
 63% of Talent Acquisition execs see HR as the most responsible for employer branding,  
 57% of Recruiting execs see HR as the most responsible for employer branding<sup>64</sup>.

## 2 CEO Holds the employer branding

While Morocco & Uncles and barrow mentioned that HR are responsible for leading the employer brand. Others said that CEOs are responsible of the EB Based on an experience with hundreds of organizations as both executives and advisers; “the employer brand” should in fact grow out of the Established company brand<sup>65</sup>.

To encourage this integration, they advocate abolishing the “employer brand” label and focusing instead on building out a talent dimension as a key part of the corporate brand. They recommend a three-step process, led by the CEO and the executive team — not delegated to lower-level HR or communications people.

Otherwise, the Marketing department is always in collaboration with either the HR or CEO by:

Planning phase – identifying and refining values and objectives

Evaluation phase – measuring KPIs through surveys and qualitative research<sup>66</sup>

We see that managing the Brand can be by both HR and CEO and can also be in a collaboration between both, however it always depends on the company activity, the role and performance of HR that make them capable to handle it, also the capability of the CEO build a sustainable and competitive EVP and execute it.

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<sup>64</sup> Who Is REALLY Responsible for Employer Branding? (2015, July). Retrieved May 25, 2020, from <https://www.linkedin.com/pulse/who-really-responsible-employer-branding-greg-rokos/>

<sup>65</sup> The role of employer branding on attracting, developing and retaining talent: the case of a leading Portuguese business group. (n.d.). Retrieved March 2, 2020, from <https://pdfs.semanticscholar.org/25aa/8085261975090b02dcac8be5eeab7aa3143.pdf>

<sup>66</sup> Who Is REALLY Responsible for Employer Branding? (2015, July). Retrieved May 25, 2020, from <https://www.linkedin.com/pulse/who-really-responsible-employer-branding-greg-rokos/>

## Section 4: Employer Branding Outcomes

96% of companies believe that employer brand and reputation can positively or negatively affect revenue, yet less than half (44%) monitor that impact. (CareerArc)<sup>67</sup> Controlling and mentoring the income is necessary that is what companies with a strong employer branding linked every strategy they apply with the organization values mission and vision and the global business strategy.

Employer Branding strategy are ideally aligned with the business strategy, reducing the cost per hire serve the business, engagement of employees and customers, loyalty and boost the profitability, regardless of what is the EB outcome aiming for as the business continuity and growth that are always the big objective that any lucrative organization always looking for, Attracting and retaining the organization employees are two main keys that serve that big objective.

To attract the best skills within the current competitive market you should take care of your brand that is what Human capital centric organizations are up for «*HC-centric organizations do everything they can to attract, retain and develop the right talent. They create a strong employer brand that is targeted to the talent they need, they carefully access develop and recruit talent that fits the skill needs of the organization*» Edward E. Lawler<sup>68</sup>.

The positive outcomes that employer branding has on an organization are shown in Gaddam's (2008) (Figure 7 EB process). Which identifies that commitment, retention, performance, satisfaction, attraction, and loyalty can all be linked back to the employer brand, Allen, Bryant and Vardaman (2010) support the model by recognizing that employer branding increases employee morale and satisfaction, which in turn improves retention and attraction<sup>69</sup>.

Moreover, employer branding in a long term journey improves the employment experience, those employees will describe their companies to be its ambassadors which improve the

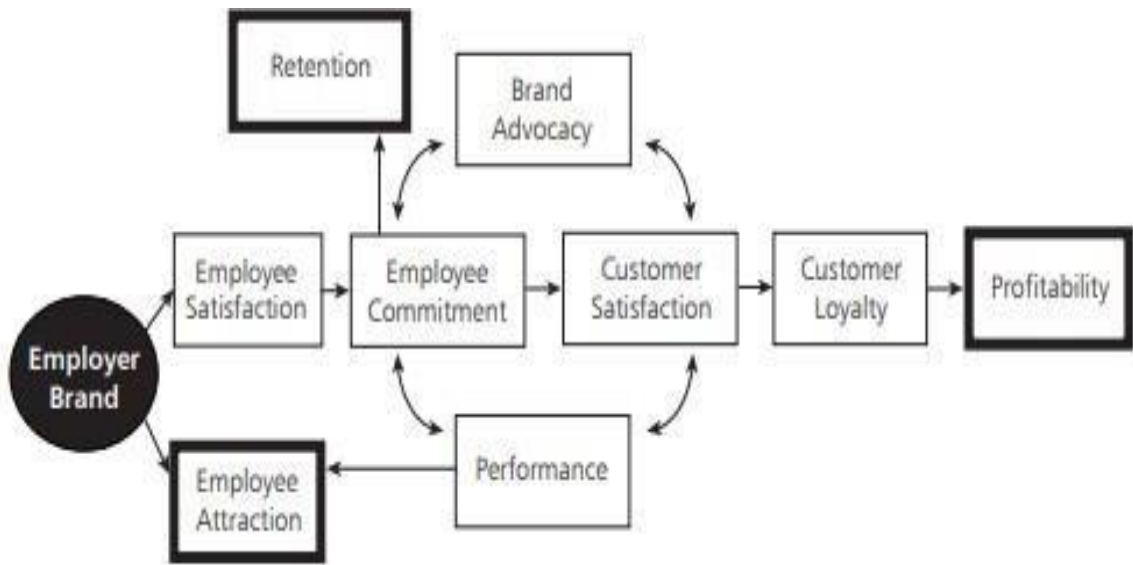
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<sup>67</sup> The 28 Employer Branding Statistics Your Company Must Know. (2020, January 29). Retrieved May 20, 2020, from <https://everyonesocial.com/blog/employer-branding-statistics/>

<sup>68</sup> Jossey-Bass. (2008). *Talent: Making People Your Competitive Advantage* (3rd ed.). Michigan, USA.

<sup>69</sup> *Employer branding and its influence on employee retention: A literature review*. (2017, August). Retrieved March 16, 2020, from file:///C:/Users/HP/Downloads/EB LR UK.pdf

customer experience, that confirms what Abhijit Bhaduri has said in his article “deal with your employee as you do with your customer”<sup>70</sup>.



Source: Gaddam, 2008

Figure 7 Employer Branding process of outcome

Source: Gaddam 2008<sup>71</sup>

<sup>70</sup> Employee Experience – When Do Leaders Get It. (2020, March 14). Retrieved March 21, 2020, from <https://abhijitbhaduri.com/2020/03/14/employee-experience-leaders/#comment-12006>

<sup>71</sup> Employer branding and its influence on employee retention: A literature review. (2017, August). Retrieved March 16, 2020, from file:///C:/Users/HP/Downloads/EB LR UK.pdf

### 3 Employer Branding and employee attraction:

It is very important to mention that the recruitment function has emerged from its classic process to a new term called Talent acquisition, when the TAM is for employer brand Planning, the advisory and the outsourcing activity; and its first objective is to reduce recruitment costs and fits the organization talents needs <sup>72</sup>.

Richard Mosley explained in a recent study the importance of the EB policy in the talent acquisition process, the survey results showed that 40% of CEOs and HR marketing leaders expect from Their employer branding in the next 5 years is to ensure and secure a long-term recruitment needs which means the traditional recruitment process cannot provide the needs of talents (figure 08) <sup>73</sup>.

“Some managers equate a good employer brand with perquisites. A study by Aflac showed that 59% of employees would consider accepting a job offer that paid less but had a more built-out benefits package that is what Edward E. Lawler III called it the perquisites approach, «*Visible perquisites clearly can attract people to the organization*»<sup>74</sup>.

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<sup>72</sup> Talent Acquisition Manager : zoom sur le responsable recrutement du futu. (2016, November 14). Retrieved March 19, 2020, from <https://www.digitalrecruiters.com/blog/talent-acquisition-manager.html>

<sup>73</sup> CEOs Need to Pay Attention to Employer Branding. (2015, May 11). Retrieved March 9, 2020, from <https://hbr.org/2015/05/ceos-need-to-pay-attention-to-employer-branding>

<sup>74</sup> *Jossey-Bass. (2008). Talent: Making People Your Competitive Advantage (3rd ed.). Michigan, USA.*

## Employer Branding Is Becoming Strategically More Important

What CEOs and HR and marketing leaders expect it to do for the company by 2020.

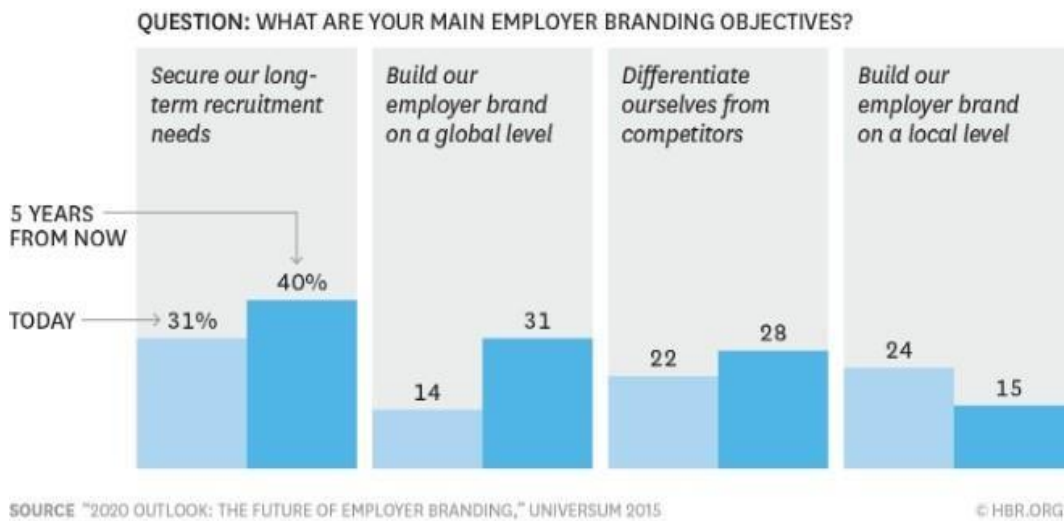


Figure 8 CEOs HRs employer bandings objectives

Source: HBR.ORG

The key role of the employer brand According to the consultancy agency Bernard Hades, only a quarter of the five hundred HR professionals interviewed in fourteen countries said they measure their employer brand by recruitment and retention factors, including the cost per recruitment, the time taken to complete an advertisement and the turnover rate of employees. However, the employer brand has a key role in the company, at several levels:

- In terms of recruitment, the employer image is an investment to become the best place to work.
- The employer mark is also the extension of the trademark.
- The employer brand also becomes a strategic alignment tool<sup>75</sup>.

<sup>75</sup> Editions d'Organisation. (2008). *Enjeux et outils du marketing rh*.P208

#### 4 Employer Branding and employee retention:

Employer brand loyalty was found by many to be a useful concept to be applied. «*Brand loyalty is the attachment that a consumer has to a brand*» (Aaker, 1991).<sup>76</sup>

Applied in the context of employment, «*employer brand loyalty is shaped by behavioral element relating to organizational culture and attitudinal element relating to organizational identity*» (Backhaus & Tikoo, 2004)<sup>77</sup>. That what MC Donald was fighting for, when it emphasized its EVP to raise the employment loyalty due to the bad reputation of its computation EB campaign was the solution.

A study published by European Journal of Business and Management showed the importance of an employer branding in retention. The results suggested that employers who create work environments that make their employees feel secured in their jobs are more likely to retain their employees. That performed indicator argues the problematic of the impact of EB on employees' retention. Opportunities for growth were ranked top-most (74.7%) among other reasons why employees would like to stay with their organizations. The next after opportunities for growth was availability of Job security (71.3%), followed by the image of the company (70.1%).<sup>78</sup>

Employer branding strategy is madding to attract and retain employees, moreover beside these objectives it aims also to engage, motivate and boost the company profitability automatically by achieving the previous outcome starting by make a link between its objectives and the global strategy of business.

#### Section 5: Employer branding as employer of choice

Armstrong (2006)<sup>79</sup> found that, the aim of employer branding is to become an 'employer of choice', being an employer where people prefer to work means being able to attract and

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<sup>76</sup> *Impact of Employer Branding on Employee Attraction and Retention. (2012). European Journal of Business and Management, 164. Retrieved from file:///C:/Users/HP/Downloads/Impact of Employer Branding on Employee Attraction and Retention.pdf*

<sup>77</sup> Ibid.P166

<sup>78</sup> Ibid.P169/170

<sup>79</sup> *Impact of Employer Branding on Employee Attraction and Retention. (2012). European Journal of Business and Management, 164. Retrieved from file:///C:/Users/HP/Downloads/Impact of Employer Branding on Employee Attraction and Retention.pdf*

retain the best talent by establishing what (Sears 2003)<sup>80</sup> called employee value proposition to improve your employee experience and promote it.

According to Ritson (2002)<sup>81</sup> research, companies with strong employer brands can potentially reduce employee acquisition costs, improve employee relations, increase employee retention, and even provide companies with weaker employer brands with lower salaries for comparable employees.

«*Employer brand loyalty forges greater commitment level resulting in increased retention of talents. Among the benefits, a strong employer brand attracts better applicants*» (Collins & Stevens, 2002; Slaughter et al, 2004) and «*shapes their expectations about their employment*» (Livens & Highhouse, 2003).<sup>82</sup>

## 1 Internal branding in retention

When the focus of employer branding is on internal stakeholders, it is important to consider the concept of “internal brand”, According to Asha and Jyothi’s point of view, this is a strategic process to establish a brand ambassador within the organization. Organizations are regarded as the best workplace for the "market".<sup>83</sup>

The internal brand concept has been widely discussed in the research of marketing scholars and professionals, and is considered as part of the internal marketing method, which aims to attract, develop and retain employees by meeting their work and development needs. In other words, internal marketing targets company employees, so it involves not only marketing functions, but also human resources processes. In fact, employees' attitudes toward the brand seem to be more positive.

When a certain level of human resources investment is made during the internal branding process, employees are more likely to incorporate this image into their work activities Memon & Kolachi, 2012.

The important role that the Human Resources Department should take in internal branding is that in the recruitment and selection process, when employees do not only focus on

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<sup>80</sup> Ibid.P167

<sup>81</sup> Ibid.165

<sup>82</sup> Ibid.166

<sup>83</sup> *The role of employer branding on attracting, developing and retaining talent: the case of a leading Portuguese business group.* (n.d.). Retrieved March 2, 2020, from <https://pdfs.semanticscholar.org/25aa/8085261975090b02dcac8be5eeae7aa3143.pdf>

technical or operational skills, they should also seek value consistency between employees, organizations and brand<sup>84</sup>.

According to 32 Million LinkedIn Profiles three Factors Strongly Linked to Better Employee Retention, this is what we came up within the next three sections, which contain some important tools internal branding is using to retain employees:

### **1.1 Changing your employees' positions is a retention key**

By changing the position of employees, whether it is promoted to a senior position or horizontally promoted to a new position, there is not much difference. The new positions are associated with greater retention rates. This is consistent with Glint's data, which shows that occupation is one of the main drivers of cross-cultural and cross-national participation. After three years, those who are promoted still have a 70% chance of staying there, while those who move laterally have a 62% chance. In contrast, those who stayed in their original positions still have only a 45% chance of remaining in the company after three years.

The lesson: Internal movement that your employee value proposition propose under your employer branding strategy is strongly linked to greater retention, even if employees are making lateral moves rather than getting promotions.<sup>85</sup>

### **1.2 Effective management can maintain employees**

People do not resign, but dismiss the manager. The data seems to prove this. LinkedIn sometimes surveys members about companies that have worked with or interacted with them.

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<sup>84</sup> Engagement and Retention of the Millennial Generation in the Workplace through Internal Branding. (2015, February). Retrieved January 29, 2020, from [file:///C:/Users/HP/Downloads/Engagement and Retention of the Millennial Generat.pdf](file:///C:/Users/HP/Downloads/Engagement_and_Retention_of_the_Millennial_Generat.pdf)

<sup>85</sup> 3 Factors Strongly Linked to Better Employee Retention, According to 32 Million LinkedIn Profiles. (2019, November 20). Retrieved March 2020, from <https://business.linkedin.com/talent-solutions/blog/trends-and-research/2019/3-factors-linked-to-better-employee-retention>

Companies rated highly (top 5%) for “open and effective management” saw significantly greater retention. After three years, there was a 48% chance of employees still being at those companies. For businesses with low management scores (bottom 5%), there was just a 32% chance of an employee lasting three years.<sup>86</sup>

### 1.3 Empowered employees can retain them

*«This is the basic nature of human beings: we like to control ourselves, like to be respected, and hope to make a difference. If you have greater power and influence, then you are less likely to get rid of it»* said the author (Candice Cheng)

By cross-referencing their EVP survey with their retained data, the result of this research found that companies deemed “employee influencers” received longer terms from their workers. Three years later, 47% of employees will stick to it. In companies that are given less power, employees only have a 35% chance to celebrate their three-year work anniversary.

The lesson: Autonomy is not just for self-driving cars. Employees want control over their work, whether that comes from freedom from micromanaging or flexible work arrangements.<sup>87</sup>

## 2 Internal and external brand alignment

In this sense, the unification of internal and external perspectives has proven to be a priority in the management of milestones in the new century. This is due to the new marketing era, Stakeholder-oriented rather than customer-oriented, and realize that the relationship established between the organization and its customers, shareholders, suppliers, communities and employees is Those who create the company’s true value proposition (Paul, 2014; Aydon Simmons); this mean that the company’s value proposition should be mixed

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<sup>86</sup> 3 Factors Strongly Linked to Better Employee Retention, According to 32 Million LinkedIn Profiles. (2019, November 20). Retrieved March 2020, from <https://business.linkedin.com/talent-solutions/blog/trends-and-research/2019/3-factors-linked-to-better-employee-retention>

<sup>87</sup> Ibid.

among the company's customers, shareholders, suppliers, communities, and employees and meet their expectations.<sup>88</sup>

### 3 Employee Retention through Talent Acquisition

Talent recruitment strategies can have a huge impact on employee retention, and talent leaders need to promote this talent transformation to help companies maintain top talent for longer. Sometimes the retention rate is an indicator for hire quality

For talent leaders, it is not easy to prioritize job retention through talent acquisition, mainly because in most organizations, job retention is not considered their terms of reference, and because the recruitment process can only partially affect People's wishes after signing the offer.

How to improve employee retention through talent acquisition?

- Knowing the candidates:

Nurturing candidates and building relationships has a direct impact on retention simply because it offers them enough information about the company they are applying in, its culture vision and mission that can mismatches between expectations and reality are less likely to happen which can avoid early dismissing.

- Skill-Based recruiting:

This may be the area where talent recruitment has the greatest impact on retention. More and more talent teams are no longer recruiting brand names based on candidates' past experience or based on current job vacancies, but providing hiring managers with advice on how to recruit skills and development potential.

- Mobility programs owned by talents acquisition:

The fact that 83% of high-performing organizations started on the job before day 1 is no accident. The transition time from candidate to employee is when talent acquisition and human resources have the opportunity to honour the candidate's promise. The company gets

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<sup>88</sup> *The role of employer branding on attracting, developing and retaining talent: the case of a leading Portuguese business group.* (n.d.). Retrieved March 2, 2020, from <https://pdfs.semanticscholar.org/25aa/8085261975090b02dcac8be5eeae7aa3143.pdf>

an opportunity to be the first impression in the workplace that can affect that candidate retention when he becomes an employee<sup>89</sup>.

#### **4 Employer branding & social media**

It is very important to be active on social media from the perspective of the employer brand, and at the same time to understand the evaluation of your company's stakeholders. Your customer competitors and the public, because everything is connected to your brand internally and externally.

Social media has now become a channel for recruitment, customer relationship management and brand-teaching methods (such as LinkedIn surveys) According to LinkedIn's survey; the company is looking for talent through its LinkedIn page, Facebook and even Instagram. The study found that 62% of the candidates studied the company on social media before hiring.<sup>90</sup>

LinkedIn is the company's natural residence and has been a recruitment channel for some time. Other social platforms may be important for disseminating news about the company. Instagram is a very useful platform that can display the "person" aspect of the organization and can learn more about the daily activities in the organization. Facebook may be an important place for community building and employees to share experiences with outsiders who follow your page.

Each application has its purpose and importance, which is why some senior managers align the community manager with the human resources department or directly with the CEO.<sup>91</sup>

#### **5 Conceptual framework**

In this part we defines the study variables and the relation nature between them, plus we defined some related concepts to our study,

In addition, this part includes the research gap when it mentions what other authors had studied and what our study did.

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<sup>89</sup> Employee Retention Through Talent Acquisition. (n.d.). Retrieved March 2020, from <https://beamery.com/blog/employee-retention-through-talent-acquisition>

<sup>90</sup> What role does Employer Branding play in Recruitment? (2017, December 30). Retrieved February 29, 2020, from [https://medium.com/@greedy\\_game/what-role-does-employer-branding-play-in-recruitment-ee2ee1852366](https://medium.com/@greedy_game/what-role-does-employer-branding-play-in-recruitment-ee2ee1852366)

<sup>91</sup> *Brand Strategy*. (n.d.). Retrieved from <https://www.beststrategic.ch/employer-branding>

## 5.1 Conceptual Framework

The proposed conceptual framework is based on our research question and it is made to test the hypothesis that the investigation is willing to confirm or not and after an in-depth analysis of the literature review which indicates based on previous researches (Gaddam 2008, Brett Minchington, Richard Mosley Backhaus & Tikoo, Avinash Pawar, Sengupta et al. (2015) etc..) that organizations should initially focus on value propositions and defining brand attributes in order to improve the employees journey, attract and retain them (e.g., induction, training, rewards, benefits, career progression),

In this research we started from the HR marketing concept to end with the Employer branding for attraction and retention; the following diagram shows the framework that our research is aiming to test. We included in (table 10) all the concepts that we passed by through our research, each of them has a relationship with the employer branding concept from its birth (Marketing, HRM) to its components (brand, branding internal and external), and area of practicing(HR) tools and impacts(EVP, attraction and retention).

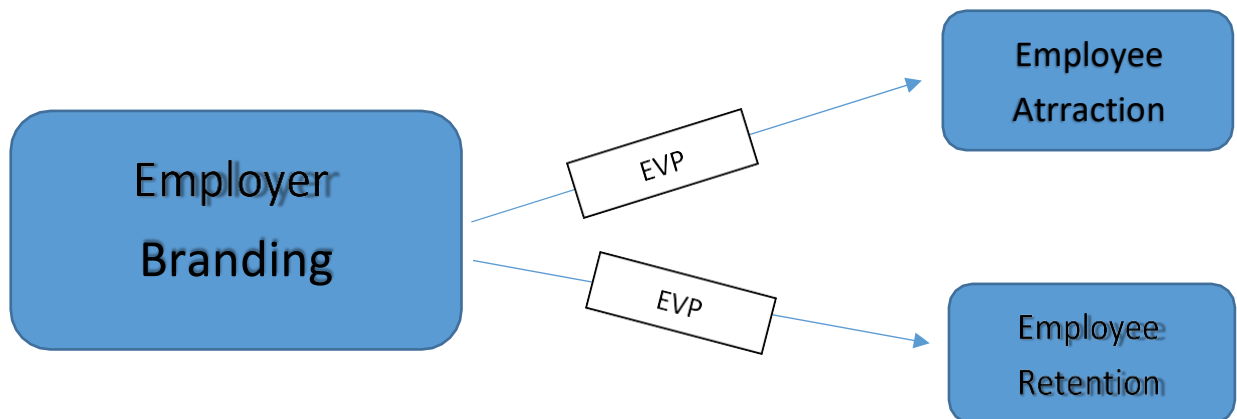


Figure 9 the research dependents and independents variables impact

Source: ourselves via widows' office (word)

## 5.2 Themes identified and related literature

Table 1 Related literature

Human Resources: <i>«the driving force behind what makes a winning team. We make the argument that the team that fields the best players wins. HR's involved in making sure we field the best players»</i> <sup>92</sup>	Jack Welch
Marketing: <i>«Marketing is about identifying and meeting human and social needs»</i> <sup>93</sup>	Philip Kotler
HR Marketing: <i>«an approach of the relationship between both employer and employee that consists to consider the collaborates, actuals and potentials as customers in the best noble sense it is about applying the logic and techniques of marketing and communication to: Attract candidates and retain employees»</i> <sup>94</sup>	Philip LIGER
Social Marketing: <i>«From a human resources perspective, social marketing is a mindset to approach the employee-employer relationship differently. Social marketing integrates marketing tools to help the company constantly confront its views with those of its various stakeholders (mainly employees), even playing on emotions»</i> <sup>95</sup>	Panczuk S. ET Sébastien
Internal Marketing: <i>«the task of successfully hiring, training, and motivating able employees to serve the customer well»</i> <sup>96</sup>	Philip Kotler
Brand <i>«is a name, term, sign, symbol, or design or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of the competitor»</i> <sup>97</sup>	Philip Kotler

<sup>92</sup> The Role of HR. (2014, February 12). Retrieved March 20, 2020, from <https://longesthao.weebly.com/blog/jack-welch-the-role-of-hr>

<sup>93</sup> My Adventures in Marketing: The Autobiography of Philip Kotler. (2017, July 15). Retrieved March 30, 2020, from <http://www.philkotler.com/>

<sup>94</sup> Editions d'Organisation. (2008). *Enjeux et outils du marketing rh*.P13

<sup>95</sup> Editions d'Organisation. (2008). *Enjeux et outils du marketing rh*.P27

<sup>96</sup> Editions d'Organisation. (2008). *Enjeux et outils du marketing rh*.P29

<sup>97</sup> 30 Branding Definitions. (2011, August). Retrieved March 2020, from <https://heidicohen.com/30-branding-definitions/>

Branding: « <i>the process of developing an intended brand identity</i> » <sup>98</sup>	Philip Kotler
Employer branding « <i>as the way in which companies publicly differentiate themselves from others in terms of employment experience</i> » <sup>99</sup>	Ambler and Barrow
Internal Branding: « <i>is the strategic process of creating brand ambassadors within the organization who represent their organization as the best place to work in the external marketplace</i> » <sup>100</sup>	Asha & Jyothi
Human Capital Centric: « <i>An HC centric organization is one that aligns its features (reporting systems-compensation division and department structure, information systems and so on) toward the creation of working relationships that attract talented individuals and enable them to work together in an effective manner</i> » <sup>101</sup>	Edward E. Lawler
Recruitment: « <i>is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization</i> » <sup>102</sup>	Edwin.B.Flippo
Talents acquisition: « <i>is the process of attracting, finding and hiring skilled human labor for organizational needs in order to meet labor requirements</i> » <sup>103</sup>	Talentlyft

<sup>98</sup> *Impact of Employer Branding on Employee Attraction and Retention.* (2012). Retrieved February 28, 2020, from <file:///C:/Users/HP/Downloads/Long link.pdf>

<sup>99</sup> *Employer Branding: Fad or Friend?* (2014, September). (dissertation). Retrieved from <file:///C:/Users/HP/Downloads/Employer branding it self.pdf>

<sup>100</sup> The Impact of Consumers Witness Front-Line Service Employee Complaints on Corporate Brand Attitudes. (2019). *Open Journal of Social Sciences*, 07. Retrieved from [https://www.scirp.org/\(S\(351jmbntvnsjt1aadkposzje\)\)/reference/ReferencesPapers.aspx?ReferenceID=2477160](https://www.scirp.org/(S(351jmbntvnsjt1aadkposzje))/reference/ReferencesPapers.aspx?ReferenceID=2477160)

<sup>101</sup> Jossey-Bass. (2008). *Talent: Making People Your Competitive Advantage* (3rd ed.). Michigan, USA.

<sup>102</sup> Recutement process . (2016, June 25). Retrieved from <https://fr.slideshare.net/BhavikModi6/recruitment-selection-63443727>

<sup>103</sup> *What is Talent Acquisition?* (n.d.). Retrieved March 28, 2020, from <https://www.talentlyft.com/en/resources/what-is-talent-acquisition>

Recruitment Marketing: « <i>is the process of building and communicating organization's Employer Brand and Employee Value Proposition to attract and hire top talent</i> » <sup>104</sup>	Talentlyft
Retention: « <i>employer brand loyalty is shaped by behavioral element relating to organizational culture and attitudinal element relating to organizational identity</i> » <sup>105</sup>	Backhaus & Tikoo
Employer of choice: « <i>an 'employer of choice' is the aim of the EB to build a great place to work</i> » <sup>106</sup>	Armstrong (2006)
Employee experience « <i>Employee Experience is the sum of the various perceptions employees have about their interactions with the organization in which they work</i> » <sup>107</sup>	racy Maylett and Matthew Wride
Employee value proposition: « <i>the key benefits offered by the company as an employer, and the production of employer brand guidelines, which aimed to bring greater consistency to the company's recruitment advertising</i> » <sup>108</sup>	Richard Mosley

<sup>104</sup> What is Recruitment Marketing? (n.d.). Retrieved March 28, 2020, from <https://www.talentlyft.com/en/resources/what-is-recruitment-marketing>

<sup>105</sup> Impact of Employer Branding on Employee Attraction and Retention. (2012). Retrieved February 28, 2020, from file:///C:/Users/HP/Downloads/Long link.pdf

<sup>106</sup> Impact of Employer Branding on Employee Attraction and Retention. (2012). Retrieved February 28, 2020, from file:///C:/Users/HP/Downloads/Long link.pdf

<sup>107</sup> What's the difference between Employee Experience and Employee Engagement? (2018, February 13). Retrieved March 30, 2020, from <https://www.linkedin.com/pulse/whats-difference-between-employee-experience-carolyn-nevitte/>

<sup>108</sup> CEOs Need to Pay Attention to Employer Branding. (2015, May 11). Retrieved March 9, 2020, from <https://hbr.org/2015/05/ceos-need-to-pay-attention-to-employer-branding>

### 5.3 Research Gap:

From this initial review of literature surrounding employer branding, it would be accurate to state that employer branding has a clear impact on the attraction and retention of employees;

(Maurer et al., 1992) Ambler and Barrow, Ewing et al, Freeman (2006) “Feron” (2008) Charles-Henri Besseyre, Colleen Finnegan, Robert Blain, Allen, Bryant and Vardaman Sengupta et al. (2015) Gaddam (2008) Avinash Pawar. Brett Minchington Jörgen Sundberg, Colleen Finnegan, (Backhaus & Tikoo, 2004). (Aaker, 1991). Edward E. Lawler III Richard Mosley; (Livens & Highhouse, 2003).(Collins & Stevens, 2002; Slaughter et al, 2004) Ritson (2002) Armstrong (2006) .

That exactly what Noor (Ul Hadi and Shahjehan Ahme 2018) <sup>109</sup> did in their thesis when they did some interviews in order to measure the employee experience based on the tangible and intangible EVP offered by the company,

The result of (Ul Hadi and Shahjehan Ahme 2018) study showed a high influence of the offered EVP on the employee retention, Even (Lucy Cunningham, University of Brighton, UK) (in his thesis and (Evans Sokro Central University College) when he measure the role of EVP on attraction and retention

Otherwise, the current employee are the ambassadors and the first impression of a company they can even promote their EX for others and be referrals of attraction, before mentioning the role of social media website and the recruitment firms. Regardless of what those offers can maintain and engage the employees in our study, we are going to measure the impact of EB on attraction retention based on our own model after a depth research and inspiration from different previous works we mentioned above, we tried to be inspired by avoid the research limits of each one of them.

(K. Rowshon) said that research is a tool to fill the knowledge gaps in the particular field. Researchers do research to identify/investigate/explore/improve/discover something. Research is the systematic approach to achieving the goal, which is contribution/knowledge<sup>110</sup>.

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<sup>109</sup> *Role of Employer Branding Dimensions on Employee Retention: Evidence from Educational Sector.* (218AD). (dissertation). Retrieved from <file:///C:/Users/HP/Downloads/admsci-08-00044.pdf>

<sup>110</sup> What is a "research gap" or "knowledge gap" in research and literature? (2016, August 2). Retrieved May 13, 2020, from [https://www.researchgate.net/post/What\\_is\\_a\\_research\\_gap\\_or\\_knowledge\\_gap\\_in\\_research\\_and\\_literature\\_Is\\_gap\\_explored\\_or\\_constructed\\_How\\_can\\_gap\\_in\\_research\\_be\\_identified](https://www.researchgate.net/post/What_is_a_research_gap_or_knowledge_gap_in_research_and_literature_Is_gap_explored_or_constructed_How_can_gap_in_research_be_identified)

## **Chapter II Research Methodology**

In this chapter, we will be discussing the methodology of this research, in its first part, the rational purpose behind using a quantitative approach, also the reasons behind selecting the target participants,

In the second part of this chapter, we will discuss the data collection and its analysis process; we took also the initiative to talk about the limitations of this research methodology.

## Section 1 : Research purpose

Employer branding is a combination between many fields concept from marketing to HR, and many concepts such as internal and external branding, internal branding is considered as part of the internal marketing approach, which aims to attract, develop and retain employees by satisfying their work and development needs.

That is what a strong Employee value proposition is aiming for, internal branding strategy build the brand ambassadors, those who can promote their company value propositions under the purpose of attracting and retaining their people, those ambassadors are proud to work for their organization and most of the time they are always engaged and performing, their journey is enjoyable.

According to Asha's & Jyothi point of view, *«employer branding is a strategic process to create a brand ambassador within an organization, and these representatives view their organization as The best place to work »*. *« The brand ambassadors are worthy to promote the organisation EVP internally and externally»*<sup>111</sup>

In this research, we aimed at justifying that the employee value proposition affect the employee attraction and retention through the internal & external branding strategies.

*«Quantitative research is to confirm or test something»*<sup>112</sup> (Raimo Streefkerk) as we already described in the first chapter our main objective is aiming at test employer-branding influence on people decisions by knowing the reasons behind it, we want to know Y generation tendency and how does the EB affects their decisions, what are the most provided EVP that affect the retention and attraction rates test also our hypotheses.

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<sup>111</sup> The Impact of Consumers Witness Front-Line Service Employee Complaints on Corporate Brand Attitudes. (2019). *Open Journal of Social Sciences*, 07. Retrieved from [https://www.scirp.org/\(S\(351jmbntvnsjt1aadkposzje\)\)/reference/ReferencesPapers.aspx?ReferenceID=2477160](https://www.scirp.org/(S(351jmbntvnsjt1aadkposzje))/reference/ReferencesPapers.aspx?ReferenceID=2477160)

<sup>112</sup> Descriptive research. (2020, May 8). Retrieved May 8, 2020, from <https://www.scribbr.com/methodology/descriptive-research/>

Main question:

To what extent can the Employer Branding affect the employees' attraction and retention?

Sub questions:

-what are the most value propositions that can sustain employees?

-How does the EB affect their decision?

-What are the value proposition that attract and retain Y generation the most?

Hypotheses:

- DHL EB strategy is providing a package of value propositions that can attract and retain employees.
- Most of DHL employees are still working there only because their financial situation.
- DHL employees were mostly first attracted most by the company branding and reputed value proposition.

The following diagram shows our own investigation model that we are following; the model is based on the LR and previous investigations already mentioned in chapter one and two.

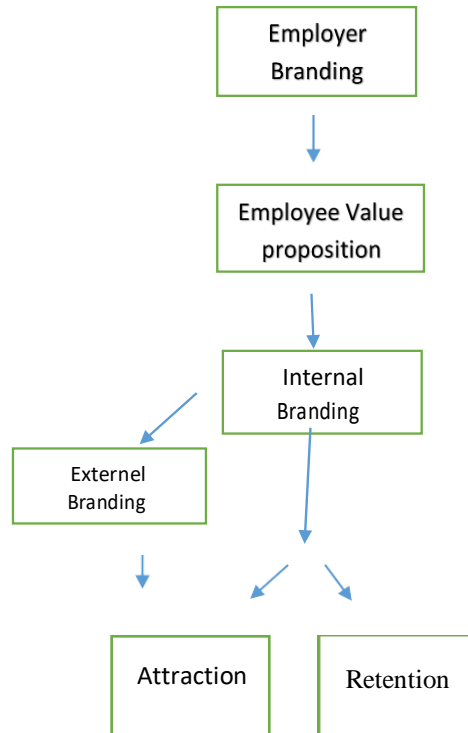


Figure 10 Investigation model

Source: ourselves

## Section 2: Research design

As we already mentioned, this research is under the preparation for a master's degree in Human resources management, the investigation was at DHL international Algeria, where the data was collected.

To achieve the objective of this study, a quantitative study was useful; to test the hypothesis and find the causality relation between the variables,

*«Quantitative research is 'explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics) »*<sup>113</sup>

Let us go through this definition systematically. The first element is explaining phenomena. This is a key element of all research, be it quantitative or qualitative. When we set out to do some research, we are always looking to explain something. In management, this could be questions like 'why managers are less engaged?', 'what factors influence employees' motivation? The specificity of quantitative research lies in the next part of the definition.

*«In quantitative research, we collect numerical data. This is closely connected to the final part of the definition: analysis using mathematically based methods. In order to be able to use mathematically based methods our data have to be in numerical form»*<sup>114</sup>

Making the difference between quantitative and qualitative method was necessary for us to choose what is suitable for our research question and the following table has explained briefly those differences'.

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<sup>113</sup> Introduction to quantitative research. (n.d.). Retrieved May 1, 2020, from [https://www.sagepub.com/sites/default/files/upm-binaries/9733\\_036046Ch1.pdf](https://www.sagepub.com/sites/default/files/upm-binaries/9733_036046Ch1.pdf)

<sup>114</sup> Introduction to quantitative research. (n.d.). Retrieved May 1, 2020, from [https://www.sagepub.com/sites/default/files/upm-binaries/9733\\_036046Ch1.pdf](https://www.sagepub.com/sites/default/files/upm-binaries/9733_036046Ch1.pdf)

Figure 11 quantitative & qualitative researches

Quantitative		Qualitative
Mostly deductive (theory first)	↔	Mostly deductive (observation first)
Statistical generalizability	↔	Analytical generalizability
Linear, pre-planned research design	↔	Evolving, iterative research design
High number of observations	↔	Focused number of observations
Statistical analyses	↔	Conceptual analyses
Independent of context	↔	Context-dependent
Reliability is key	↔	Authenticity is key
Today		After spring break

Source: Denzin and Lincoln (2011), Neumann (2000)

Quantitative vs qualitative research

Source: Martin kretzer <sup>115</sup>

This research design is going through a quantitative method, (the reasons behind are mentioned above) when we used a descriptive survey to test the function of the company value propositions impact on employees’ attraction and retention,

The following diagram shows the process that our case study passed by, in order to answer the study question, and to confirm the true hypotheses, this process is following a logical chain that we already found in several studies mentioned in our first and second chapters above.

<sup>115</sup> Quantitative Research: Surveys and Experiments. (2015, February 5). Retrieved May 8, 2020, from <https://fr.slideshare.net/martinkretzer/quantitative-research-surveys-and-experiments>

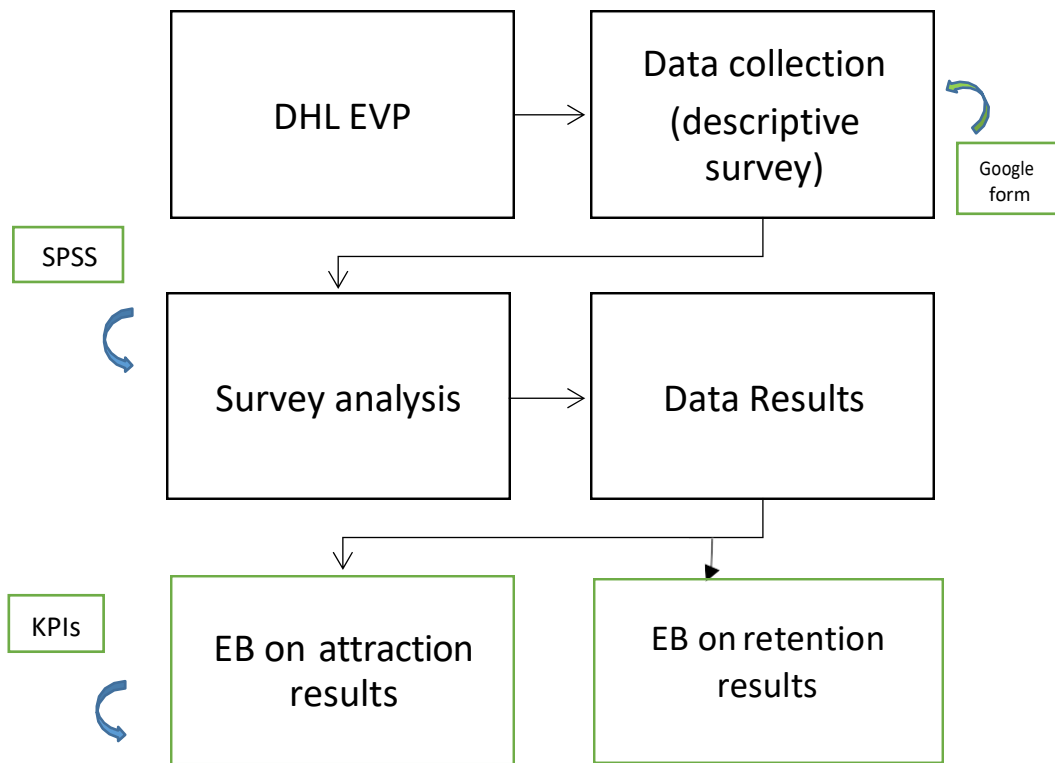


Figure 12 the investigation process

Source: ourselves via MC (PPT)

Furthermore, because DHL HR strategy for attraction is focusing on the internal side and it is based on its current employees by making them a brand ambassadors, and also because that our investigation had suffered from several obstacles especially the one of attraction variables, the external survey was difficult because of the pandemic period, instead we asked the employees recently hired following up what some researches had been done (Evans Sokro EGBM), Furthermore, we asked also the interns and trainees, the purpose was answering the question: what made you apply for DHL position? And what will make you apply? (In case the respondent is an intern) in order to measure the attraction of the company and how it linked to what is already planned in its Employer branding strategy of attraction by DHL (figure 18).

Moreover, we surveyed the current employees in order to measure their feeling of being proud to work at DHL and to know for how extent the ambassadorship strategy is efficient.

In addition to emphasize our study results we used some KPIs that can measure the EVP impact on potential employees attraction, Richard Cogswell that the EVP is essential for companies to measure the employer branding and the KPI are part of the measurement.

The following table shows the keys performance indicators that Richard used, we put only three of them (figure02), and because we already used a survey, we used mentioned:

Candidate registration, candidates flow and number of candidates hired, furthermore DHL attraction strategy is based in pipeline of young talent attraction Caroline Andrews HR VP at DHL Express said, we used a KPI of the young people internships rate at DHL Algeria mostly in partnership with the National Agency of Employment (ANEM) contracts to prove that what DHL is working on its young people high attraction strategy also they were the most concerned by the attraction items.

Concerning the retention variable the investigation platform was stable when we aimed by our survey items to know the reasons behind DHL employees to stay and do not leave the company based on what is already planned by DHL EB strategy for retention.(figure 18)



Figure 13 EVP ROI

Source: Richard cogswell<sup>116</sup>

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<sup>116</sup>How to define the ROI for your employee value proposition. (2015, July 3). Retrieved March 2020, from <https://www.linkedin.com/pulse/how-define-roi-your-employee-value-proposition-richard-cogswell/>

Table 2 Attraction KPIs

Attraction KPIs:
Candidate registration
candidates hired
pipeline of young talent
Retention rate

Source: ourselves

## 1 Participants' selection

The reasons behind the participants we selected were objective, and served the research question,

We sent our survey to 50% of the total, including all the categories of DHL in Algeria employees, in order to minimize the risk of not filling the survey especially in the pandemic period; the filter will concern the age, years of experiences and hierarchic category;

On the other hand, the breakdown of the survey concerned all the hierarchic categories Agent-Supervisor and Manager.

Table 3 Participants selection

Participants filter	Reasons behind its filter
Respondents age	To distinguish between generations
Years of experience	To filter the credibility of attraction and retention answers
Hierarchic category Agent-Tam leader- Supervisor-Manager	To reach the EB impact on each category
Employees with Internships start	Attraction strategy KPI

Source: ourselves via Word

ANEM: the national agency of employment in Algeria provides the Professional Integration Assistance System (DAIP). This system offers integration possibilities for young first-time job seekers in public and private companies and public institutions and administrations, financially supported by the State.

In addition, we included the employees who passed by a Boomerang Recruitment, people who resigned from DHL and came back to sign, their reasons behind their decision can emphasize our investigation more. According to a study by Workplace Trends, 76% of HR professionals say they are more likely to hire boomerang employees now than in the past. At the same time, 40 % of employees say they would consider returning to a company where they previously worked. For our study this category were asked but the reasons behind returning which can measure but their attraction and retention what over their years of experiences.

This study mentioned the importance of those boomerang recruitment people and how it is important to have them back meaning to attract and retain them, to do that you have to know The reasons that pushed them to come back (attraction values) and that is why we chose this category to be surveyed, these comeback kids offer a number of benefits over standard applicants.

*«They bring with them proven success (where unknowns carry a ton of question marks), familiarity with company culture and processes (which means less training) and a reminder to coworkers thinking about leaving that the grass is not always greener on the other side. The lower costs and effort needed to recruit boomerang employees can save companies up to \$20,000 per hire»<sup>117</sup>.*

## 2 The data collection

The data collection was through one descriptive online survey *«Descriptive research aims to accurately and systematically describe a population, situation or phenomenon. It can answer what, when, where, when and how questions»* (Shona McCombie's).<sup>118</sup>

The survey is a research technique, which investigates, examines, assesses or evaluates the issues that constitute a research problem (NSIKAN SENAM), *«advantage includes low cost, lowof geographic limitation especially because some of our participants were working from*

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<sup>117</sup> The Benefits of Hiring Boomerang Employees. (n.d.). Retrieved March 2020, from <https://theundercoverrecruiter.com/boomerang-employees/>

<sup>118</sup> Descriptive research. (2020, May 8). Retrieved May 8, 2020, from <https://www.scribbr.com/methodology/descriptive-research/>

*home during the pandemic period of coronavirus, lack of time constraints on participants and flexibility on data collection», (Wimmer and Dominick 2014),<sup>119</sup>*

There are two type of survey and each one has to be linked to the study question, in our case we have used a descriptive survey instead of analytical survey, «*a descriptive survey aims to describe a trend, condition or attitude. This means that what a descriptive survey sets out to study is mainly something contemporary that is, it seeks to explain something that exists at the moment»*. NSIKAN SENAM<sup>120</sup>.

### **3 Materials & instrumentation (The survey)**

The Surveys is useful when a researcher wants to collect data on phenomena that cannot be directly observed (Shona McCombie's).

«*The survey is a research technique which investigates, examines, assesses or evaluates the issues that constitute a research problem. Research on the other hand»*according to Osuala (2007, p. 1)<sup>121</sup>

In our study we are looking for the influence and the impact of employer branding and its tool on employees' attraction and retention which means the reasons that drive people to come and stay,

The survey was administrated via Google form (survey management application included in the Google Drive office suite) distributed via email to the targeted participants

Moreover, the survey is more objective during the pandemic period when it was sending by email to the target participants using Google form as our tool that will hold our survey and distinguish the targeted participates.

The research survey four sections contains 34 items, the first one is for distinguishing our participants into categories (position-years of experiences-age) and 23 retention items mixed between A-5 point likert scale dimensions and multi choices questions , section 2 contains 9

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<sup>119</sup> THE SURVEY COMMUNICATION RESEARCH. (2014). *International Journal of Education and Research*. Retrieved from <https://www.ijern.com/journal/2014/October-2014/36.pdf>

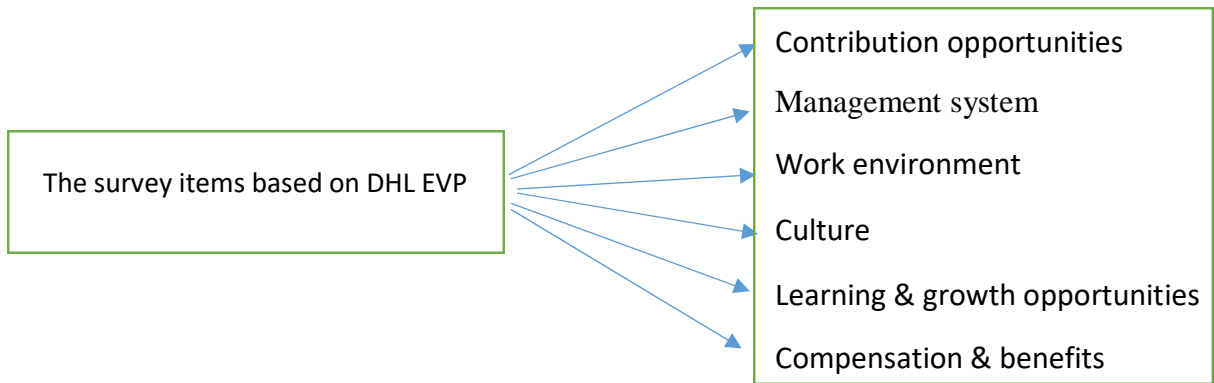
<sup>120</sup> Ibid.P462

<sup>121</sup> Descriptive research. (2020, May 8). Retrieved May 8, 2020, from <https://www.scribbr.com/methodology/descriptive-research/>

Attraction items mixed between A-5 point likert scale dimensions and multi choices questions the last section contains 4 items only for a specific category we already mentioned in participates selection (ANEM).

The items were aiming to measure DHL EVP impact on its employee’s retention and on its potential employee’s attraction, which are explained in the following figure:

Figure 14 the investigation survey items



Source: ourselves via Word

The following diagram shows the strengths and weakness of a survey

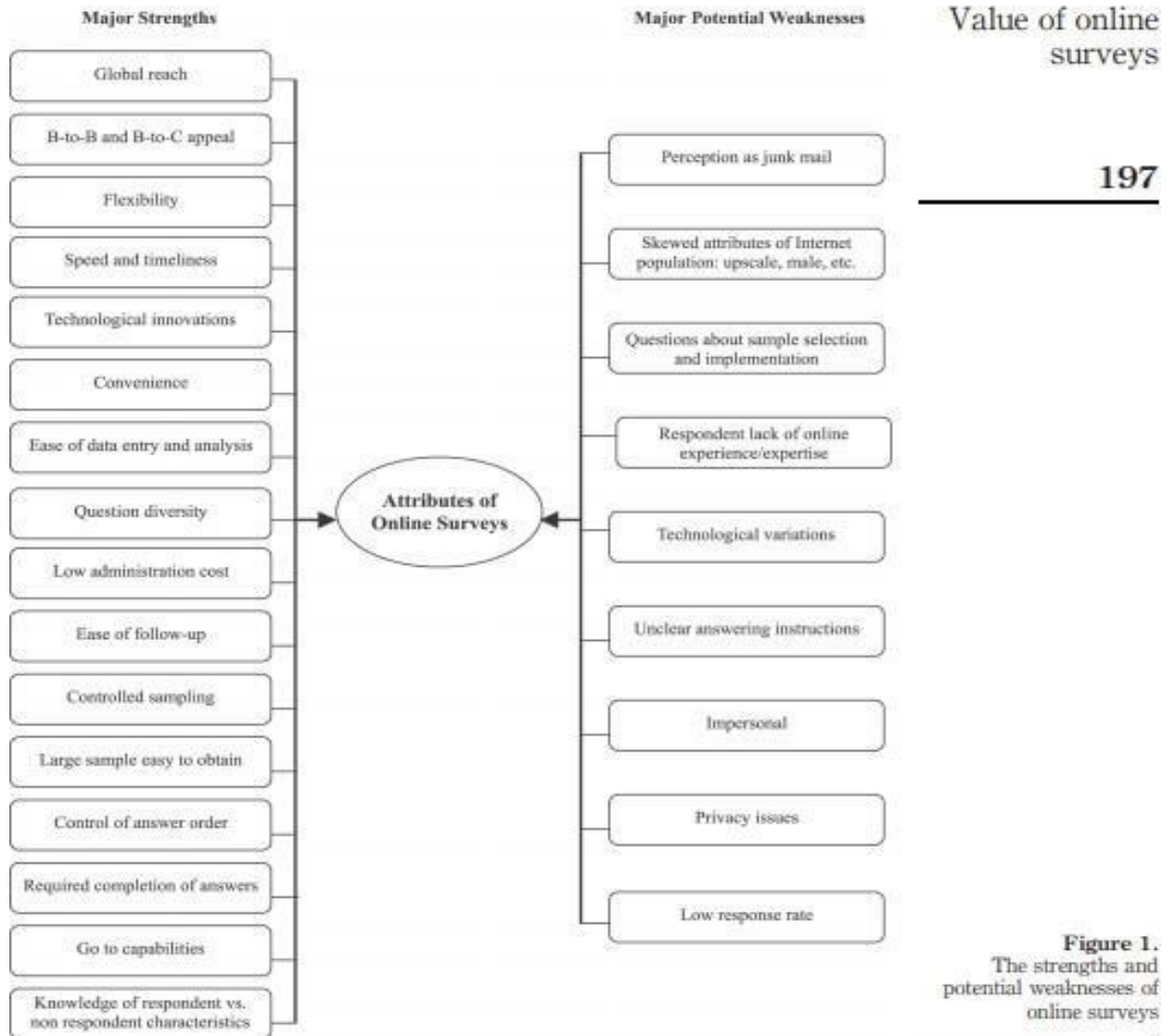


Figure 15 Survey strengths and weakness

Source: www.researchgate.net <sup>122</sup>

Most of the survey items were close-ended questions (table 05) because we aimed to measure the impact of EB on attraction and retention of DHL employee through its EVP that is

<sup>122</sup> The Value of Online Surveys. (2005, April). Retrieved May 4, 2020, from [https://www.researchgate.net/publication/220146842\\_The\\_Value\\_of\\_Online\\_Surveys](https://www.researchgate.net/publication/220146842_The_Value_of_Online_Surveys)

supposed to influence their decision «*The open ended question and close ended questions are different tasks for respondents. In the open-ended task, respondents write down what is readily available in their minds, whereas in the close ended questions task we have respondents focus their “attention on specific responses chosen by the investigator»* (Converse and Presser, 1986) <sup>123</sup>.

Close & Open ended questions

Close Ended Questions	Open Ended Questions
<p>Do you like working with us?</p> <ul style="list-style-type: none"> <li>• Yes</li> <li>• No</li> </ul>	<p>Tell us about your experience with our organization so far.</p>
<p>Have you been stressed lately?</p> <ul style="list-style-type: none"> <li>• Yes</li> <li>• Unsure</li> <li>• No</li> </ul>	<p>Share with us what has been troubling you.</p>
<p>How satisfied are you with your current job role?</p> <ul style="list-style-type: none"> <li>• Very satisfied</li> <li>• Somewhat satisfied</li> <li>• Somewhat unsatisfied</li> <li>• Very unsatisfied</li> </ul>	<p>What do you expect from this appraisal?</p>

Figure 16 Open-close ended questions

Source: [www.questionpro.com](http://www.questionpro.com)<sup>124</sup>

<sup>123</sup> OPEN ENDED QUESTIONS. (n.d.). Retrieved May 5, 2020, from <https://www.questionpro.com/blog/what-are-open-ended-questions/>

<sup>124</sup> OPEN ENDED QUESTIONS. (n.d.). Retrieved May 5, 2020, from <https://www.questionpro.com/blog/what-are-open-ended-questions/>

## 4 Data analysis

To analyze our data we used IBM SPSS (Statistical package for the social sciences) *is the set of software programs that are combined together in a single package. The basic application of this program is to analyze scientific data related with the social science. This data can be used for market research, surveys, data mining, etc.*<sup>125</sup>

The SPSS software package was created for the management and statistical analysis of social science data. It was originally launched in 1968 by SPSS Inc., and was later acquired by IBM in 2009.<sup>126</sup>

Before starting to analyze, we safely brought and import our data from the online survey of google form to google sheet then to our software sheet of SPSS

SPSS helped us categorize our participants, and distinguish their answer from the lowest the highest what most of them answered and what few of them did too, SPP made for us the graphs of each items answers and their percentages.

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<sup>125</sup> What Is SPSS and Its Importance in Research & Data Analysis. (2018, September 17). Retrieved May 6, 2020, from <https://medium.com/@johnnoels/what-is-spss-and-its-importance-in-research-data-analysis-5f109ab90da1>

<sup>126</sup> What is SPSS and How Does it Benefit Survey Data Analysis. (2017, June 3). Retrieved May 6, 2020, from <https://www.surveygizmo.com/resources/blog/what-is-spss/KPIS of attraction>

## **Chapter III The case study**

## **Section 1: Zone of investigation**

This section contains the description of the company our study investigated in which is DHL Algeria, the description is about DHL international and national level, started by its foundation activity and evolution to how its definitions of our study variables (EB-attraction-retention at DHL).

### **1 DHL foundation and evolution**

#### **1.1 DHL Foundation**

International shipping, courier, and packaging service. Adrian Dalsey, Larry Hillblom, and Robert Lynn established DHL in 1969 in the USA. The name DHL is derived from the first initial of each founder's last name. DHL has numerous cargo transport systems including planes, trains, and boats. DHL serves more than 120,000 designations and 220 countries. Deutsche Post World Net owns the majority of shares in 2002; DHL Deutsche post headquarter is in Bonn Germany.<sup>127</sup>

#### **1.2 DHL Services and products:**

The logistics service: parcel delivery

E-commerce

International express road air and ocean transport.

The postal service: Mail and parcel.<sup>128</sup>

#### **1.3 DHL Evolution**

DHL evolution: From 1968 to 1970, DHL became an international company (Federal Express) was the only competitor in USA

- 1998, Deutsche Post began to acquire shares in DHL
- 2001, Deutsche Post acquires a majority (51%)
- 2002, Deutsche Post had acquired all of DHL's remaining stock<sup>129</sup>.

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<sup>127</sup> Business Dictionary . (n.d.). Retrieved May 11, 2020, from <http://www.businessdictionary.com/definition/DHL.html>

<sup>128</sup> DHL service and product. (n.d.). Retrieved February 2020, from [https://www.dhl.com/en/legal/products\\_and\\_services.html](https://www.dhl.com/en/legal/products_and_services.html)

<sup>129</sup> History DHL. (2017, June). Retrieved February 2020, from <https://www.dhlsuriname.com/single-post/2017/06/21/History-DHL-Suriname>

## 2 DHL Mission Vision values and objectives

### 21 DHL Mission

DHL Mission is summarised in its slogan” *Excellence. Simply Delivered*”.

DHL slogan is the guiding light of its mission, DHL is working to connect people and improve their lives. In addition this mission is done by uncompromisingly customer-centric and delivering excellence day in and day out. Moreover, bring people together to make their life simpler for DHL customers, employees, investors and society DHL is helping the world to be a better place.

Table 4 DHL vision values and objectives

<p style="text-align: center;"><b>DHL Vision</b></p>	<p>-DHL vision is To be The Logistics Company for the World. «We want to be the logistics company people turn to – the first choice to – not only the first choice not only for all shipping needs, but also the first choice for career and investment opportunities, and being the global benchmark for responsible business practice». <sup>130</sup></p>
<p style="text-align: center;"><b>DHL values</b></p>	<p>-Compliance. -Data Protection &amp; Security. - Corporate Security. -Occupational Health &amp; Safety <sup>131</sup></p>
<p style="text-align: center;"><b>DHL objectives</b></p>	<p>-Focus on what has made DHL successful. -Connect across the organization. -Grow in new market segments. (E-commerce) <sup>132</sup></p>

<sup>130</sup> DHL CSR Analysis. (n.d.). Retrieved February 2020, from <http://ouripdfinal.blogspot.com/2017/05/mission-vision-values-objectives.html>

<sup>131</sup> Ibid.

<sup>132</sup> Ibid

### 3 DHL International Algeria

DHL International Algeria was created by DHL in 1994, at first it was linked to DHL in America before the Deutsche post in Germany has accrued all the shares,

During the American management period for fourth years 1994-2002 DHL in Algeria was directed by the headquarter in Belgium which means a francophone management, this period was up until 2008 when it became under the management of MENA region in Bahrain English-Speaking.

DHL International Algeria is becoming now one of the major focus that has high revenues in MENA region comparing to its beginning.

The following chart (figure 11) shows the management that DHL Algeria is mentioned hereunder, it belongs to The north African and Middle East Region in Bahrain, this former is also under the management responsibility of the headquarter and the company country owner which is Germany,

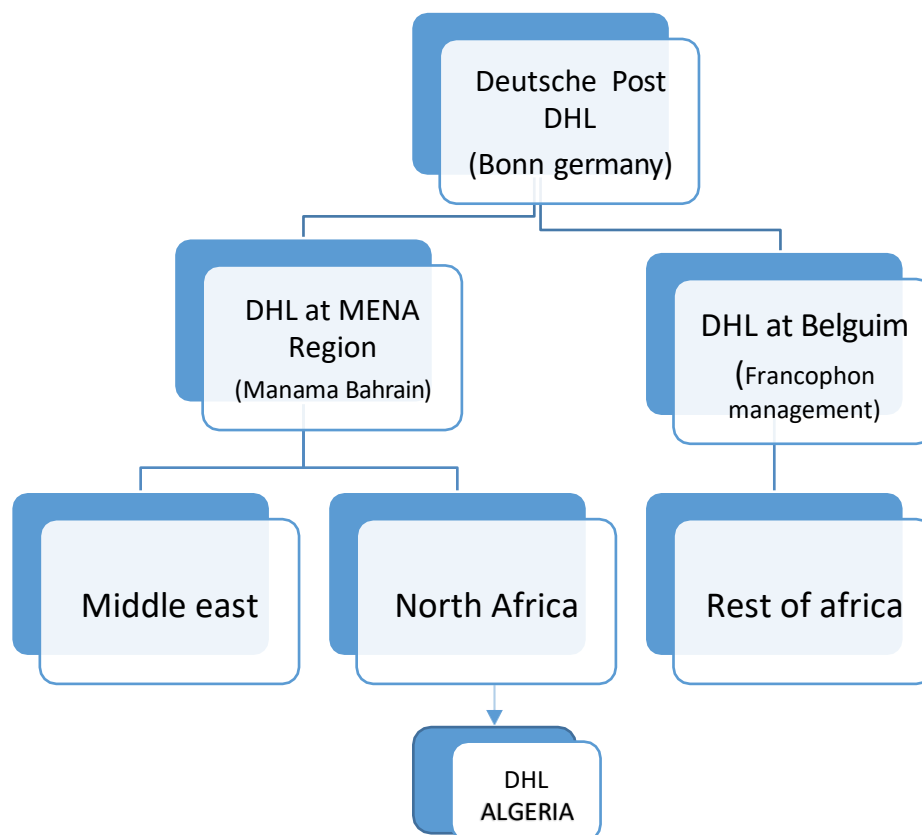


Figure 17 DHL in Algeria Top down management

Source: ourselves via PPT

### 31 DHL International Algeria divisions and organizational chart

DHL International Algeria by 2020 has 180 employees, working at six different departments under one main Division, which is DHL Express

The following Chart (figure12) shows DHL Algeria organization chart, it contains six departments and each department has three socio-professional categories: Managers supervisors and agents, even if the chart mapping by the HR department supervisor does not contain the agents' positions,

At DHL Algeria, some employees are working with external contacts linked some agencies such as the security and the staff responsible of sanitary.

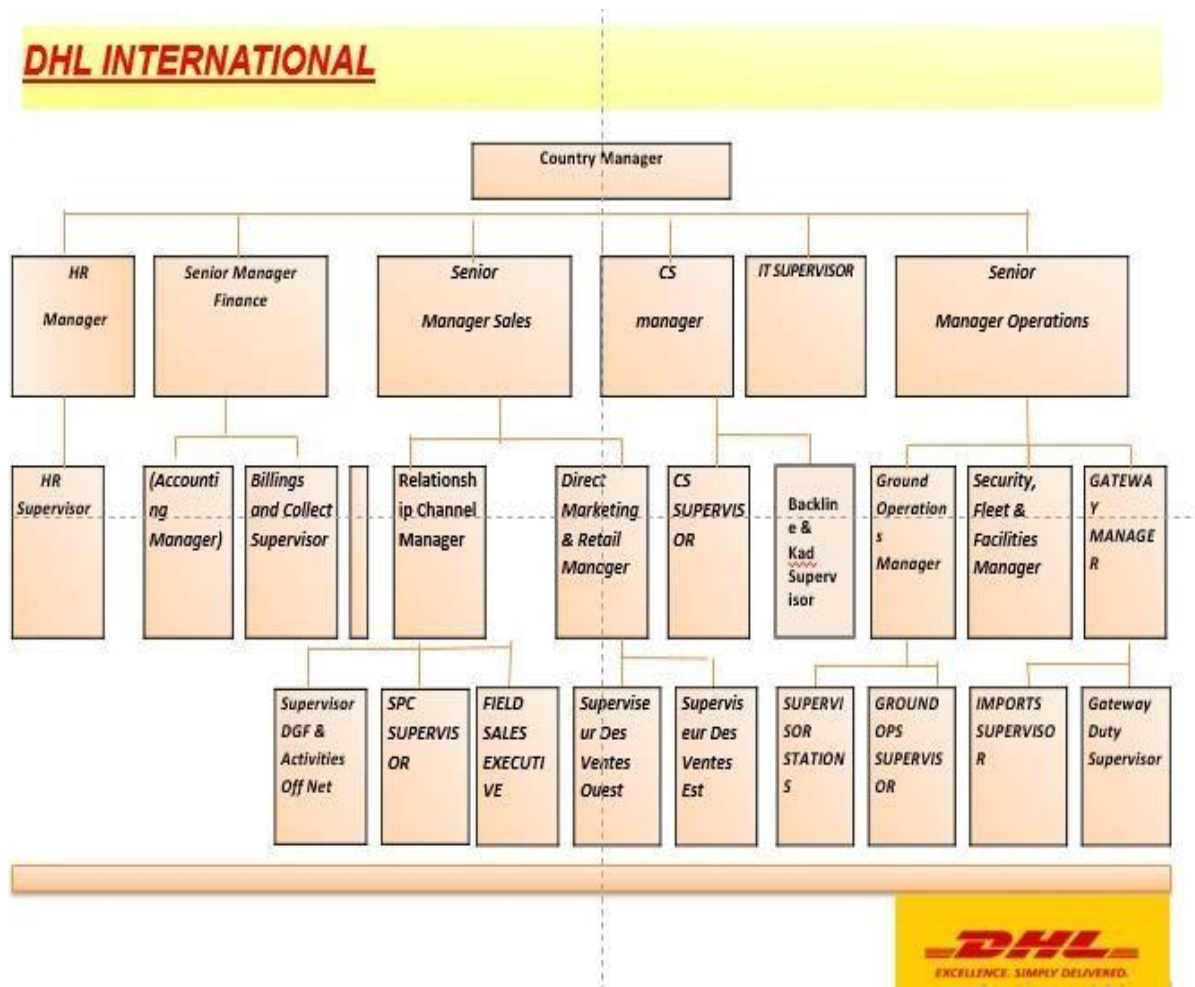


Figure 18 DHL International Algeria Organizational chart

Source: DHL Algeria HR department

## 4 Employer Branding at DHL

### 41 What employer branding strategies does DHL employ?

Based on an interview by changeboard.com with Henry Fares, VP of HR, DHL Express MENA, we came up with a brief description of DHL EB strategy

Henry said : *«One cannot be everywhere, but our employees are brand ambassadors and advocates. They live, promote our core values, and represent DHL in a positive way every single day»*.<sup>133</sup>

This means the EB at DHL is working from the inside, making people proud of working at DHL and spread it brand by themselves, as Henry mentioned the social media plays its role when DHL employees always share in its own account the company events, their training and personal goals achievement,<sup>134</sup>

Henry believes that the 20 awards the companies won over the years showed how the company work to master the ability to display DHL achievements Henry said *«but we believe the message is much stronger when someone shares their first-hand experience»* which indicated that DHL EB start from the internal branding focus<sup>135</sup>.

### 42 DHL Brand definition?

*«Our DHL brand positioning is based on our customers' needs. It includes our claim, which is the promise we make to our customers: "Excellence. Simply delivered." Our brand values give us guidance. By transferring them into real customer and employee experience, we keep this promise»* <sup>136</sup>The brand at DHL means both customer and employee experiences, working from the inside by an internal branding strategy to improve the customer experience, which can improve the society at whole.

DHL brand strategy is guided by its values, and aligned with its mission n and vision, DHL promised to provide the best experience for its customer and employees, a mixed approach

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<sup>133</sup> The big interview: Henry Fares, VP of HR, DHL Express MENA. (2018, August 25). Retrieved June 9, 2020, from <https://www.changeboard.com/article-details/16614/the-big-interview-henry-fares-vp-of-hr-dhl-express-mena/>

<sup>134</sup> Ibid.

<sup>135</sup> Ibid.

<sup>136</sup> BRAND STRATEGY. (n.d.). Retrieved February 2020, from <https://www.dpdhl-brands.com/dhl/en/guides/brand-basics/brand-strategy.html>

between human capital centric and customer centric, which differentiate its brand from other competitors.

#### **43 DHL best Employer Award (international level)**

Amsterdam Bonn-DHL Express has been named the world's leading employer for the fifth consecutive year. After proving the company's human resources practices in 61 countries, Top Employers Institute awarded its renowned Top Employer Global to DHL. DHL is one of the 14 companies rated as the best employers in the world, and for the fifth consecutive year, it has become the only certified company in all regions.<sup>137</sup>

#### **44 DHL Best Place to Work (international level)**

DHL Express is the world's leading international express delivery service provider and is recognized as the world's best fourth workplace in the 2019 employer list (Great Place to Work® and FORTUNE). Every year, Great Place to Work®, a global employee analysis and consulting company, evaluates employees' work experience through its certification program. In 2019, more than 8,000 organizations participated in the survey process, representing the voices of 12 million employees worldwide. From the company library, 25 "world's best workplaces" were selected. The evaluation standard is built around the core standard of "trust", and analyses the relationship between employees and management, other employees and their work. This year, DHL Express was named one of the best workplaces in the world for the third consecutive time.<sup>138</sup>

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<sup>137</sup> DHL certified as Top Employer Global . (2019, February 15). Retrieved February 22, 2020, from <https://www.dpdhl.com/en/media-relations/press-releases/2019/dhl-certified-as-top-employer-global-for-fifth-consecutive-year.html>

<sup>138</sup> DHL IS ONE OF THE WORLD'S BEST WORKPLACES RECOGNIZED BY GREAT PLACE TO WORK®. (2019, July 10). Retrieved March 3, 2020, from <https://www.dhl.com/global-en/home/press/press-archive/2019/dhl-is-one-of-the-worlds-best-workplaces-recognized-by-great-place-to-work.html>



Figure 19 World best place to work

Source: DHL GREAT PLACE TO WORK®. <sup>139</sup>

**45 Best place to work Algeria Level**

DHL international Algeria has won the reward of the best place to work constantly in 2018 and 2019 after being the second best place to work company in 2017, the reward competition was organized by bestplacetoworkfor.org, the companies employees had been surveyed on my workplace aspects.

Including management style remuneration social advantages etc. figure 14 shows the result that DHL Algeria got in 2018



Figure 20 DHL Algeria best place to work items

Source: Best place to work Source: <sup>140</sup>

<sup>139</sup> DHL IS ONE OF THE WORLD’S BEST WORKPLACES RECOGNIZED BY GREAT PLACE TO WORK®. (2019, July 10). Retrieved March 3, 2020, from <https://www.dhl.com/global-en/home/press/press-archive/2019/dhl-is-one-of-the-worlds-best-workplaces-recognized-by-great-place-to-work.html>

<sup>140</sup> DHL Algeria Best Place To Work. (n.d.). Retrieved February 2020, from <https://bestplacetoworkfor.org/portfolio/algeria/dhl>

## 5 Retention and Attraction strategies at DHL

### 51 Employee retention at DHL (International level)

*«Focus on achieving recruitment numbers often draws attention away from skills programme delivery and staff satisfaction initiatives. However, developing employees through training programmes, offering them recognition from senior team members, and encouraging loyalty through benefit schemes can have a real impact on retention and, consequently, minimise recruitment needs»<sup>141</sup>* Said Caroline Andrews VP of HR at DHL Express,

At DHL, accessible training schemes and the opportunity to gain additional qualifications and skills are important. Extensive benefit plans can also help increase employee retention.

In addition, Caroline Andrews mentioned that empowering employees by tailor their packages- such as flexible welfare options, or fun activities such as family outings and sports days has an impact on the organization turnover rate.

The Box Clever tool provides access to DHL Express's main benefits and benefits through an online portal. With such a mobile workforce, and many employees are not desk-based, she also mentioned that they developed an application version that everyone can easily access.

### 52 Employee retention (Algeria level)

At DHL Algeria the organization is working with the same strategy of maintaining, engaging and motivating its employees by the wide benefits package, it has an annual plan was made by the Global Management at Bonn Germany at the beginning of each year, the plan contains many aspects that the HR department is responsible for such as:

-Employees Talent Management and development: contains a bunch of trainings DHL provides to each member

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<sup>141</sup> DHL Express' VP of HR: How to increase staff retention. (2016, January 20). Retrieved May 9, 2020, from <https://www.hr magazine.co.uk/article-details/dhl-express-vp-of-hr-how-to-increase-staff-retention>

-Employees' Engagement and opinion survey: DHL cares about its employees voice by making an annual opinion survey divided with the whole members

-HR reward: the package of DHL offers to the employees some material and immaterial rewards

-Health and wellbeing of employees: this aspect is what DHL Algeria is focusing on by ensuring the employees' health and security as a priority such as GoHelp and GoGreen programmes.

Henry Fares in another interview madding by Thehrobserver.com in 2017 mentioned that DHL is counting on MENA talent program to attract and retain *«The goal of the MENA Talent Program is to attract, retain and develop competitive high-potential talents in our region. We encourage internal career development campaigns and encourage people who have the ability to develop cross-functional skills and can work in different countries and regions. Experiment-cantered learning is the main method of building a well-performing team,»*<sup>142</sup>Henry Fares said.

### **53 Employee attraction at DHL (international level)**

*«It is well known that there is a shortage of drivers throughout the industry and so, in order to secure the future of our business, it's important that we make logistics an appealing choice for the younger generations. One way we attract a pipeline of young talent is by offering apprenticeships in a variety of business areas »*<sup>143</sup> Caroline said.

In 2015, 92% of DHL apprentices remained at DHL. By providing apprenticeship training in various areas of DHL business, DHL is able to give young people the opportunity to explore their careers, discover what they are good at and what interests them most in its business. *«Then, training team members from the first day and supporting their ambitions can not only improve employees' skills, but also emphasize your commitment to employee development. By investing more resources to retain employees and attract young people, you*

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<sup>142</sup>One of DHL's major goals is to become the Employer of Choice by 2020. (2017, June). Retrieved May 2020, from <https://www.thehrobserver.com/one-of-dhls-major-goals-is-to-become-the-employer-of-choice-by-2020-henry-fares-vp-of-hr-at-dhl-express-mena/>

<sup>143</sup>DHL Express' VP of HR: How to increase staff retention. (2016, January 20). Retrieved May 9, 2020, from <https://www.hrmagazine.co.uk/article-details/dhl-express-vp-of-hr-how-to-increase-staff-retention>

*will ensure that you have a group of talents ready to support your business development».*

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Same as the retention strategy, attraction at DHL is focusing on young people apprenticeship; DHL is discovering talents through this strategy that is the aim of being a partner with AIESEC.

#### **5.4 Employee attraction (Algeria level)**

At Algeria level, the strategy of attraction is aligned with the one in MENA and EU, the HR department in Algeria is always investing on talent young people, by providing them with internships short and long duration in order to develop their skills through the internship experience with the possibility of being hired later, in our research we shall provide details of DHL Algeria attraction strategy and how it has an impact on those young people engagement and retention.

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<sup>144</sup> DHL Express' VP of HR: How to increase staff retention. (2016, January 20). Retrieved May 9, 2020, from <https://www.hrmagazine.co.uk/article-details/dhl-express-vp-of-hr-how-to-increase-staff-retention>

## Section 2: Result analysis

### 1 Data presentation :

In this chapter we will be presenting our survey results in a shape of figures and tables, the presentation contains most of the survey answers starting from table 5 to table 38 divided between the participants profiles and the employer branding evaluation results by presenting the results of the six pillars of DHL EVP: Contribution opportunities- Management system- Culture- Compensation & benefits -Work environment- Learning & growth opportunities, ( the results presentation is for both variables attraction and retention).

#### 1.1 Participants' profiles

Total of respondents:

Table 5 participants' years of experience

		Age	Years of experience at DHL	Category	boomerang
N	Valid	67	67	67	67
	Missing	0	0	0	0

Source: ourselves via SPSS

According to table 5, we do have a total of 67 valid respondents to our survey with no missing answer.

Table 6 Age range of participants:

		Frequency	Percentage	Valid Percentage	cumulative percentage
Valid	25 and less	1	1,5	1,5	1,5
	between 26 and 40	48	71,6	71,6	73,1
	between 41 and 55	16	23,9	23,9	97,0
	55 and more	2	3,0	3,0	100,0
	Total	67	100,0	100,0	

Source: ourselves via SPSS

According to table 6, we have four age categories, the category of employees between 26 and 40 years old represents the highest percentage by 71.6% which means 48 participants,5 (Y generation) while the lowest category is the employees with less than 25YO, it represents only 1.5% from the total respondents meaning one participant.

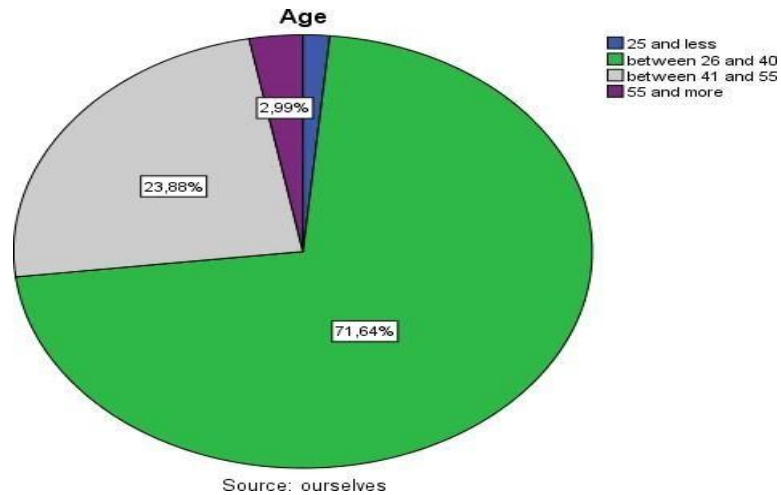


Figure 21 represents the participants ages

Divided into four categories; the highest is 71.6% while the lowest is 1.5%.

Participants' years of experiences

Table 7 Years of experience at DHL

	Frequency	Percentage	Valid Percentage	cumulative percentage
Valid 5 and less	17	25,4	25,4	25,4
between 5 and 15	37	55,2	55,2	80,6
15 and more	13	19,4	19,4	100,0
Total	67	100,0	100,0	

Source: ourselves via SPSS

According to Table 7 there are three different respondent categories, each one of them represents a category of years of experiences, the highest one is the employees with an experience between 5 and 15 years (37 respondents) which means 55.2% ,

The lowest category is the employee with more than 15 years of experience (13 respondents) which means 19.4% from the total respondents.

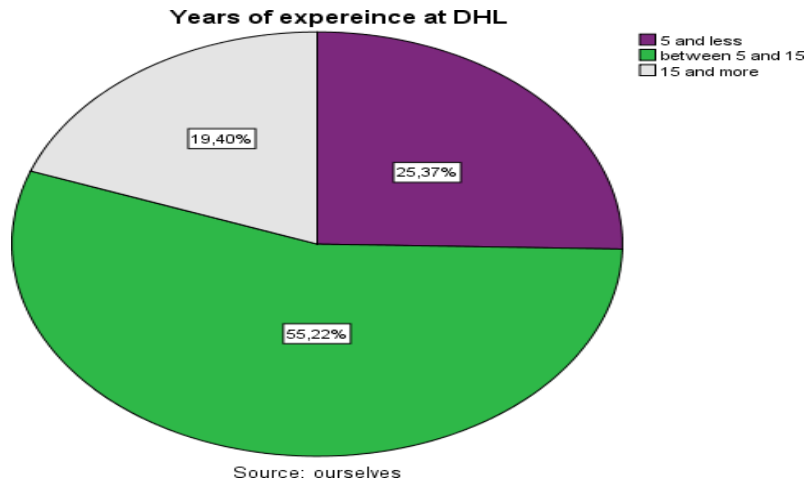


Figure 22 represents the participants years of experiences divided to three categories; the highest is 55.22% while the lowest is 19.4%.

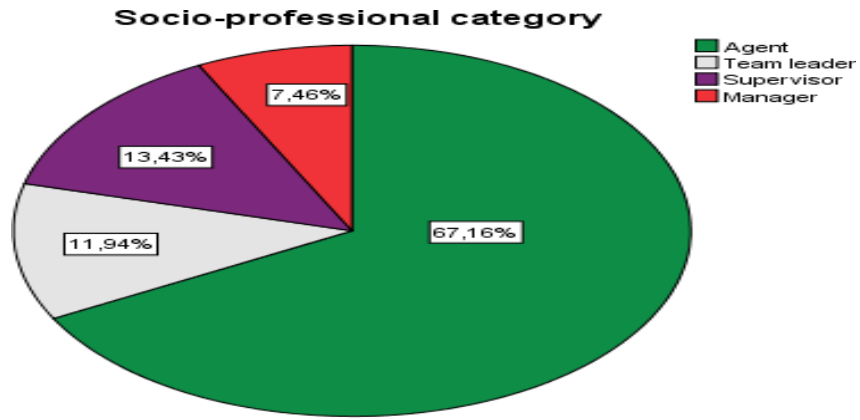
Participants' socio-professional category

Table 8 **Socio-professional category**

	Frequency	Percentage	Valid Percentage	cumulative percentage
Valid Agent	45	67,2	67,2	67,2
Team leader	8	11,9	11,9	79,1
Supervisor	9	13,4	13,4	92,5
Manager	5	7,5	7,5	100,0
Total	67	100,0	100,0	

Source: ourselves via SPSS

According to table, 8 there are four socio-professional categories, the highest percentage was for the Agent category (45respondent) with 67.2%, and lowest was the Manager category (5respondents) with 7.5% from the total.



Source: ourselves

Figure 23 represents the social-professional categories

Of the respondents divided to four sections; the agent section took the highest part by 67.16% while the manager section represent the lowest one by 7.46%.

Participants with boomerang recruitment

Table 9 Boomerang recruitment

	Frequency	Percentage	Valid Percentage	cumulative percentage
Valid Yes	8	11,9	11,9	11,9
No	59	88,1	88,1	100,0
Total	67	100,0	100,0	

Source: ourselves via SPSS

According to table 9, there are 11.9 % (8 respondents) of the total respondents who has been separated or they already quitted by them self from their positions while 88.1% (59 respondents) have not. In addition, most of them come back.

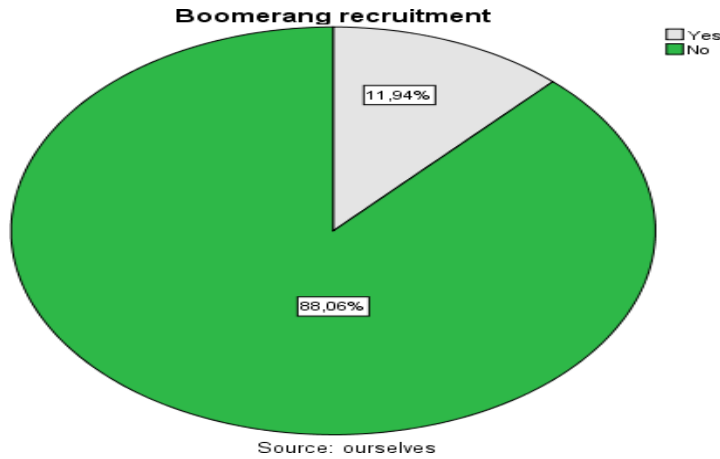


Figure 24 represents the 11.94% of employees with boomerang recruitment, And the rest who do not belong to it.

**1.2 Employer branding evaluation**

**1.2.1 Retention variable items:**

Table 10 the employee would like to reapply again at DHL

		Frequency	Percentage	Valid Percentage	cumulative percentage
Valid	Yes	61	91,0	91,0	91,0
	No	6	9,0	9,0	100,0
Total		67	100,0	100,0	

Source: ourselves via SPSS

Table 10 represents the number of respondents who agreed and disagreed to apply again at DHL in case their contracts are ended or any other suspension case.

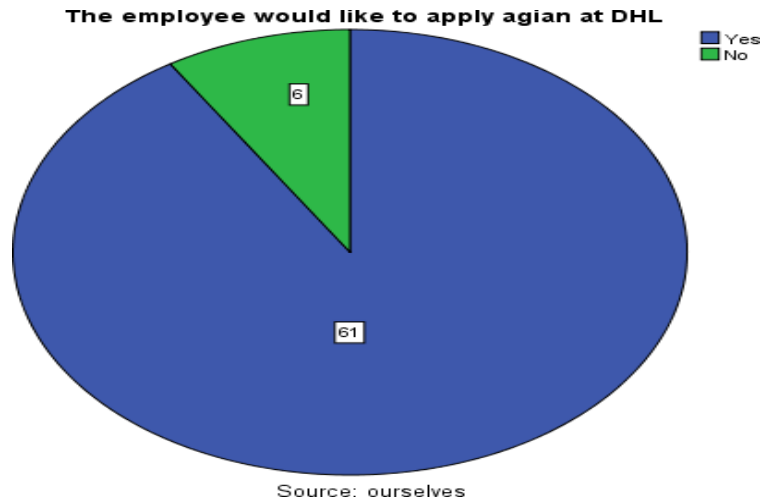


Figure 25 represents the number of respondent who agreed and disagreed to reapply at DHL.

Table 11 the employees recommend a friend to work at DHL

		Frequency	Percentage	Valid Percentage	cumulative percentage
Valid	yes	63	94,0	94,0	94,0
	no	4	6,0	6,0	100,0
Total		67	100,0	100,0	

Source: Ourselves via SPSS

Table .12 represents the number of respondents who agreed and disagreed to recommend a friend of him/her to work at DHL.



Figure 26. Number of respondents who agreed to recommend their friends to work at DHL.

**Compensations and benefits value proposition**

Table 12 the employee would like to recommend DHL to his/her friend based on C&B

	Frequency	Percentage	Valid Percentage	Cumulative percentage
Valid Strongly disagree	1	1,5	1,5	1,5
Neutral	2	3,0	3,0	4,5
Agree	17	25,4	25,4	29,9
Strongly agree	47	70,1	70,1	100,0
Total	67	100,0	100,0	

Source: ourselves via SPSS

According to table 12: 95.5 % of the total respondents were between agreed and strongly agreed to recommend their friends to work at DHL based on compensations and benefits.

Table 13 the employee would like to apply again at DHL because of the social advantages offered

		Frequency	Percentage	Valid Percentage	Cumulative percentage
Valid	Yes	33	49,3	100,0	100,0
Missing	System	34	50,7		
Total		67	100,0		

Source: ourselves via SPSS

According to table 13. 33% of the total respondents would like to apply again at DHL because of the SA it offered, while 50.7 % ignored this question.

Table 14 the employee would like to apply again at DHL because of the good remuneration

		Frequency	Percentage	Valid Percentage	Cumulative percentage
Valid	Yes	41	61,2	100,0	100,0
Missing	System	26	38,8		
Total		67	100,0		

Source: ourselves via SPSS

According to table 14: 61.2 % of the total respondents would like to apply again at DHL because of its good remuneration.

**Career Development and training**

	Frequency	Percentage	valid Percentage	Cumulative percentage
Valid Strongly disagree	1	1,5	1,5	1,5
Neutral	1	1,5	1,5	3,0
Agree	14	20,9	20,9	23,9
Strongly agree	51	76,1	76,1	100,0
Total	67	100,0	100,0	

Table 15 The employee would like to recommend the company to his/her friend based on Training and career development

Source: ourselves via SPSS

According to Table 15: only 1.5% were disagreed to recommend a friend based on the training offered by DHL, while 96 % were agreed.

Table 16 the employee would like to apply again at DHL because of career development opportunities

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid Yes	53	79,1	100,0	100,0
Missing System	14	20,9		
Total	67	100,0		

Source: ourselves via SPSS

Table 17 The employee would like to apply again at DHL because of the training offered

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid Yes	47	70,1	100,0	100,0
Missing System	20	29,9		
Total	67	100,0		

Source: ourselves via SPSS

According to table 17. 70.1% would like to reapply at DHL because of the training offered

Table 18 the employees has the impression of attending his potential at his post

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	1	1,5	1,5	1,5
	Disagree	1	1,5	1,5	3,0
	Neutral	4	6,0	6,0	9,0
	Agree	17	25,4	25,4	34,3
	Strongly agree	44	65,7	65,7	100,0
	Total	67	100,0	100,0	

Source: ourselves

According to table 18. Only 3% of the total respondents agreed that they are not attending their entire potential at their posts.

### **The work environment value proposition**

Table 19 The employee would like to apply again at DHL because of the work environment

		Frequency	Percentage	valid Percentage	Cumulative Percentage
Valid	Yes	55	82,1	100,0	100,0
Missing	System	12	17,9		
Total		67	100,0		

Source: ourselves

Table 20 the employee feels happy with his/her colleagues

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Disagree	2	3,0	3,0	3,0
	Neutral	3	4,5	4,5	7,5
	Agree	10	14,9	14,9	22,4
	Strongly agree	52	77,6	77,6	100,0
	Total	67	100,0	100,0	

Source: ourselves via SPSS

Table 21 The employee get helped by his colleagues

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Disagree	1	1,5	1,5	1,5
	Neutral	4	6,0	6,0	7,5
	Agree	11	16,4	16,4	23,9
	Strongly agree	51	76,1	76,1	100,0
	Total	67	100,0	100,0	

Source: ourselves via SPSS

According to table 21 and table 19. 92.5% from the total respondents agreed that they are happy with their colleagues and get helped from them.

### Contribution opportunities value proposition

Table 22 the employee contributes his/her ideas

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Disagree	2	3,0	3,0	3,0
	Neutral	4	6,0	6,0	9,0
	Agree	14	20,9	20,9	29,9
	Strongly agree	47	70,1	70,1	100,0
	Total	67	100,0	100,0	

Source: ourselves via SPSS

According to table 22. Only 3% who disagreed on the idea contribution opportunities

**Management system value proposition**

Table 23 the employee feels happy with his/her superiors

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	1	1,5	1,5	1,5
Neutral	4	6,0	6,0	7,5
Agree	13	19,4	19,4	26,9
Strongly agree	49	73,1	73,1	100,0
Total	67	100,0	100,0	

Source: ourselves via SPSS

Table 24 the employee is stressed because of his/her work

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid Strongly disagree	26	38,8	38,8	38,8
Disagree	9	13,4	13,4	52,2
Neutral	15	22,4	22,4	74,6
Agree	12	17,9	17,9	92,5
Strongly agree	5	7,5	7,5	100,0
Total	67	100,0	100,0	

Source: ourselves via SPSS

According to table 24 only 25.4% of the total respondents feel stressed because of their work.

Table 25 The employee always has the impression of having a feedback

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid Disagree	1	1,5	1,5	1,5
Neutral	5	7,5	7,5	9,0
Agree	19	28,4	28,4	37,3
Strongly agree	42	62,7	62,7	100,0
Total	67	100,0	100,0	

Source: ourselves via SPSS

According to table 25 only one respondent who does not have the impression to receive a feedback.

**Additional reasons**

Table 26 The Employee feels proud to work at DHL because of its reputation

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Neutral	2	3,0	3,0	3,0
	Agree	6	9,0	9,0	11,9
	Strongly agree	59	88,1	88,1	100,0
	Total	67	100,0	100,0	

Source: ourselves

According to table 26. 88.1% of the total respondents strongly agreed that they feel proud to work at DHL because of its reputation while 9% were agree and just 3% who were neutral.

Table 27 the employee would like to reapply again at DHL because of its image

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Yes	51	76,1	100,0	100,0
Missing	System	16	23,9		
	Total	67	100,0		

Source: ourselves via SPSS

Table 28 The employee would like to apply again at DHL because of stability

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Yes	52	77,6	100,0	100,0
Missing	System	15	22,4		
	Total	67	100,0		

Source: ourselves via SPSS

**The respondents’ retention probability overall**

Table 29 the employee probability to stay at DHL for another 5years

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Disagree	1	1,5	1,5	1,5
	Neutral	12	17,9	17,9	19,4
	Agree	6	9,0	9,0	28,4
	Strongly agree	48	71,6	71,6	100,0
	Total	67	100,0	100,0	

Source: ourselves via SPSS

According to table 29 represents the respondents overall of their probability to stay at DHL for another 5years when 54 respondents from the total number agreed while only one person disagreed.

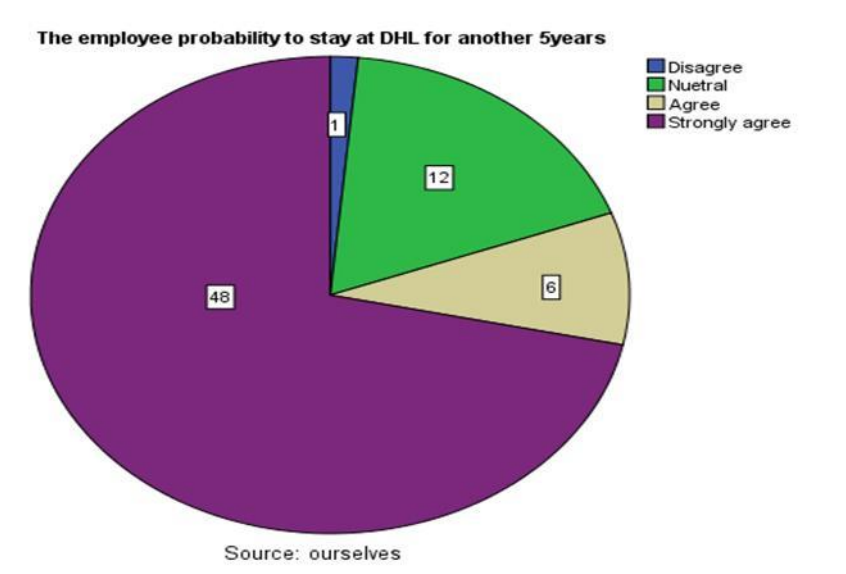


Figure 27. Represents overall probability for another 5years at DHL.

**1.2.2 Attraction variable items**

In the following part we are going to present the EB items of attraction (EVP for attraction) then regroup them in one item to test the correlations between them and the attraction item.

Table 30 the employee benefited of personnel and professional growth opportunities when he was new at DHL

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Disagree	1	1,5	1,5	1,5
	Neutral	3	4,5	4,5	6,0
	Agree	16	23,9	23,9	29,9
	Strongly agree	47	70,1	70,1	100,0
	Total	67	100,0	100,0	

Source: ourselves

According to table 30. 63 respondents from the total of 67 agreed that they did benefit of personnel and professional growth opportunities while only one employee disagreed.

Table 31 the integration process defined to the employee what to do

		Frequency	Percentage	Valid percentage	Cumulative Percentage
Valid	Disagree	1	1,5	1,5	1,5
	Neutral	3	4,5	4,5	6,0
	Agree	16	23,9	23,9	29,9
	Strongly agree	47	70,1	70,1	100,0
	Total	67	100,0	100,0	

Source: ourselves

According to table 31, 94 of the entire respondents agreed that their integration process defined to them their essential roles.

Because that DHL attraction strategy is based on the internal branding by making the current employees brand ambassadors. The following tables represent the reasons behind the employees' decisions to join DHL which will measure the employer branding strategy of DHL to attract the potentials. Then by the next part we wanted to confirm this strategy by correlate these EB attraction items and the employees overall of DHL as an attractive employer.

Table 32 The employee joined DHL because its employees suggested it

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Yes	43	64,2	100,0	100,0
Missing	System	24	35,8		
Total		67	100,0		

Source: ourselves via SPSS

Table 32 shows that 64.2 % from the total respondents agreed that they joined DHL because of the employee referral meaning the employees of DHL had suggested it to them which identified that the ambassadorship strategy is working and people are getting interested of DHL because of its current employees.

Table 33 The employee joined DHL because of its of reputation

		Frequency	Percentage	Percentage valid	Cumulative Percentage
Valid	Yes	51	76,1	100,0	100,0
Missing	System	16	23,9		
Total		67	100,0		

Source: ourselves via SPSS

According to table 33. 51 respondents from the total of 67 agreed that they joined DHL because of its reputation which means DHL employees are spreading such a positive image to the public through their social media even DHL EB of customers and corporate is working to make DHL the employer of choice.

Table 34 the employee joined DHL because its of career opportunities

		Frequency	Percentage	Percentage valid	Cumulative Percentage
Valid	Yes	45	67,2	100,0	100,0
Missing	System	22	32,8		
Total		67	100,0		

Source: ourselves via SPSS

Table 35 the employee joined DHL because of its compensation and benefits

		Frequency	Percentage	Valid percentage	Cumulative Percentage
Valid	Yes	41	61,2	100,0	100,0
Missing	System	26	38,8		
Total		67	100,0		

Source: ourselves via SPSS

According to the table 35, 61.2 % of our respondents joined DHL because of its compensation (salary-evaluation system) and its benefits (time of-retirement)

Table 36 the employee describes his/her work environment as an engaged

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Yes	57	85,1	100,0	100,0
Missing	System	10	14,9		
Total		67	100,0		

Source: ourselves

According to this table 36, 85.1% of the total respondents said that their work environment is engaged.

Table 37 The employee describes his/her work environment as toxic

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Yes	1	1,5	100,0	100,0
Missing	System	66	98,5		
Total		67	100,0		

Source: ourselves

According to this table only one respondent said that DHL work environment is toxic

Table 38 the employee overall of DHL as an attractive employer

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Strongly disagree	1	1,5	1,5	1,5
	Neutral	3	4,5	4,5	6,0
	Agree	15	22,4	22,4	28,4
	Strongly agree	48	71,6	71,6	100,0
Total		67	100,0	100,0	

Source: ourselves

Table 38 shows that 94% of the total respondents agreed that DHL is an attractive employer, this item will not confirm our study question only if we test it with what the employees already agreed on their reasons behind joining DHL.

### Section 3: Result interpretation and discussion

#### 1 Result interpretation

Our research problem is aiming to measure the employer branding influence on potential employees' attraction and current ones retention, by this research we found that what DHL is actually providing of employee value propositions is influencing the workforce to come and stay to different points after measuring each part of its EVP on the employee attraction and retention.

In the following part we are going to present the correlations between the EB items and the retention item, one by one then regroup them all and test the correlation between them and the retention item.

**1.1 Employer branding and retention**

Table 39 C&B value proposition & retention

**Correlations**

		C&B items	The employee probability to stay at DHL for another 5years
C&B items	Correlation of Pearson	1	,293*
	Sig. (bilateral)		,016
	N	67	67
The employee probability to stay at DHL for another 5years	Correlation of Pearson	,293*	1
	Sig. (bilateral)	,016	
	N	67	67

\*. The correlation is significant at level 0.05 (bilateral).

Source: ourselves

According to table 39. We observe that  $r=0.293$ , so we can say that there is weak positive correlation between the respondents compensation and benefits items and their probability to stay for another five years at the company. This has repercussions on DHL employer branding strategy (EVP) to retain its employees; it means that they are providing a value proposition of C&B in order to sustain their employees.

Significance test =0,016 low compared to the risk of error  $\alpha$  of 5% Therefore, the model is accepted.

Table 40 Career development and learning opportunities

### Correlations

		Career Learning items	The employee probability to stay at DHL for another 5years
Career & Learning items	Correlation of Pearson	1	,533**
	Sig. (bilateral)		,000
	N	67	67
The employee probability to stay at DHL for another 5years	Correlation of Pearson	,533**	1
	Sig. (bilateral)	,000	
	N	67	67

\*\* . The correlation is significant at level 0.01 (bilateral).

According to table 40. We observe that  $r=0.533$ , so we can say that there is an average positive correlation between the respondents career development and learning opportunities and their probability to stay for another 5years at the company. This has repercussions on DHL employer branding strategy (EVP) to retain its employees; it means that they are providing a value proposition of career development and professional trainings in order to sustain their employees.

Significance test =0,000 so very low compared to the risk of error  $\alpha$  of 5% Therefore, the model is accepted.

Table 41 the work environment value proposition

**Correlations**

		Work environment items	The employee probability to stay at DHL for another 5years
Work environment items	Correlation of Pearson	1	,469**
	Sig. (bilateral)		,000
	N	67	67
The employee probability to stay at DHL for another 5years	Correlation of Pearson	,469**	1
	Sig. (bilateral)	,000	
	N	67	67

\*\* . The correlation is significant at level 0.01 (bilateral).

According to table 41. We observe that  $r=0.469$ , so we can say that there is an average positive correlation between the respondents work environment and their probability to stay for another 5years at the company. This has repercussions on DHL employer branding strategy (EVP) to retain its employees; it means that they are providing a value proposition of a healthy work environment that can affect the employees' decisions to stay.

Significance test =0,000 so very low compared to the risk of error  $\alpha$  of 5% Therefore, the model is accepted.

Table 42 Ideas contribution value proposition

**Correlations**

		Ideas contribution items	The employee probability to stay at DHL for another 5years
Ideas contribution items	Correlation of Pearson	1	,466**
	Sig. (bilateral)		,000
	N	67	67
The employee probability to stay at DHL for another 5years	Correlation of Pearson	,466**	1
	Sig. (bilateral)	,000	
	N	67	67

The correlation is significant at level 0.01 (bilateral).

According to table 30. We observe that  $r=0.466$ , so we can say that there is an average positive correlation between the respondents possibility of ideas contribution and their probability to stay for another 5years at the company. This has repercussions on DHL employer branding strategy (EVP) to retain its employees; it means that they are providing a value proposition of ideas contribution, which can affect their employees' decisions to stay.

Significance test =0,000 so very low compared to the risk of error  $\alpha$  of 5% Therefore, the model is accepted.

Table 43 Management system value proposition

Correlations

		MS	The employee probability to stay at DHL for another 5years
MS	Correlation of Pearson Sig. (bilateral) N	1  67	,497**  67
The employee probability to stay at DHL for another 5years	Correlation of Pearson Sig. (bilateral) N	,497**  67	1  67

\*\* The correlation is significant at level 0.01 (bilateral).

According to table 43. We observe that  $r=0.497$ , so we can say that there is an average positive correlation between the respondents answers on the management system and their probability to stay for another 5years at the company. This has repercussions on DHL employer branding strategy (EVP) to retain its employees; it means that they are providing a good management system, which can affect their employees' decisions to stay.

Significance test =0,000 so very low compared to the risk of error  $\alpha$  of 5% Therefore, the model is accepted.

Table 44 the Company Image

Correlations

		The company image items	The employee probability to stay at DHL for another 5years
The company image items	Correlation of Pearson	1	,543**
	Sig. (bilateral)		,000
	N	51	51
The employee probability to stay at DHL for another 5years	Correlation of Pearson	,543**	1
	Sig. (bilateral)	,000	
	N	51	67

\*\* . The correlation is significant at level 0.01 (bilateral).

According to table 44. We observe that  $r=0.543$ , so we can say that there is an average positive correlation between the company image and their probability to stay for another 5years at the company. This has repercussions on DHL employer branding strategy (EVP) to retain its employees; it means that they are providing a value proposition of a good and effective culture, which is affecting the company reputation and the employees' retention as well

Significance test =0,000 so very low compared to the risk of error  $\alpha$  of 5% Therefore, the model is accepted.

After testing each group of items that represent each EVP which the study is aiming to test on the employees retention probability, by the next table (table 43) we gathered the six value propositions in order to test the influence of the EVP at whole on the employees retention.

## 1.2 Employer branding and retention

Table 45. Employer Branding (EVP) & Retention

### Correlations

		The employee portability to stay at DHL for another 5years	EVP items
The employee probability to stay at DHL for another 5years	Correlation of Pearson Sig. (bilateral) N	1  67	,567**  67 ,000
EVP items	Correlation of Pearson Sig. (bilateral) N	,567**  67	1  67 ,000

\*\* . The correlation is significant at the level 0.01 (bilateral).

According to table 45. We observe that  $r=0.567$ , so we can say that there is an average positive correlation between Employer branding strategy represented by its EVP and the employees retention represented by their probability to stay for another 5years at the company. This has repercussions on DHL employer branding strategy (EVP) to retain its employees; it means that they are providing a bunch of value propositions of (compensation and benefits-career development & and learning opportunities- work environment-management system-ideas contribution-the company culture) which is affecting the employees' retention and reducing the turnover rate.

Significance test =0,000 so very low compared to the risk of error  $\alpha$  of 5% Therefore, the model is accepted.

### 1.3 Employer branding and attraction

In this part we will be interpreting the attraction items, evaluating the pipeline strategy of attraction, and interpreting the Y generation answers concerning their areas of attraction and the boomerang recruitment as well.

In addition, we will be presenting some attraction KPIs that evaluate the attraction strategy on the public (candidates' online registration-Young pipeline talents-Turnover rate).

Table 46 Employer branding & attraction item

#### Correlations

		The employee overall of DHL as an attractive employer	Attraction items
The employee overall of DHL as an attractive employer	Correlation of Pearson	1	,234
	Sig. (bilateral)		,000
	N	67	67
Attraction items	Correlation of Pearson	,234	1
	Sig. (bilateral)	,000	
	N	67	67

\*\* The correlation is significant at the level 0.01 (bilateral).

Source: ourselves

According to table 46. We observe that  $r=0.234$ , so we can say that there is a weak positive correlation between the respondents attractions items (reasons behind joining DHL) and their overall of DHL as an attractive employer. This has repercussions on DHL employer branding strategy (EVP) to attract the potential employees; it means that they are providing a bunch value propositions that can make their current employees prod to work at DHL an be the ambassadors that attract the potentials.

Significance test =0,000 so very low compared to the risk of error  $\alpha$  of 5% Therefore, the model is accepted.

In the following part we tried to measure the employer branding strategy of attracting a pipeline of young talent is by offering apprenticeships in a variety of business areas, that is why we surveyed the employees who started their DHL journey with an ANEM or internship contracts

Beside we interpreted the results of boomerang recruitment meaning we interpreted the answers of the employees who already left and came back again. We wanted to know the reasons that encouraged them to come back in order to measure the influence of DHL EB on employees' attraction. In this case we have chosen the most valuable proposition that influence their decision to come back and apply again. Beside these interpretation we added some KPIs of the EB attraction.

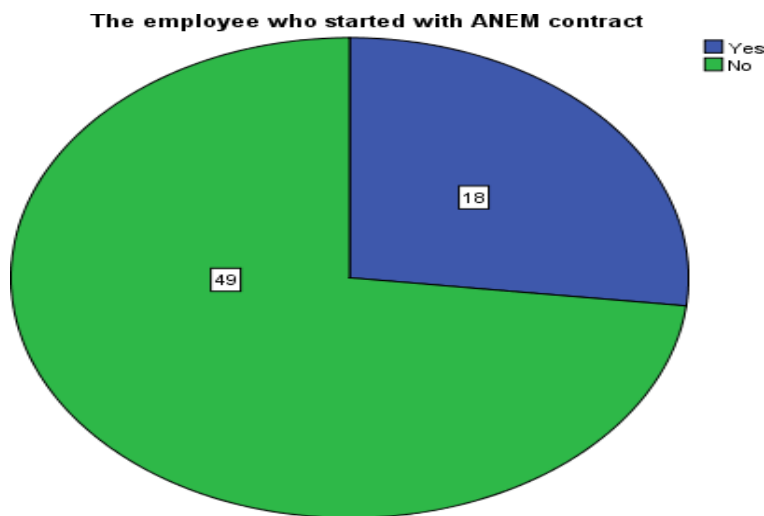
**1.3.1 Young pipeline strategy evaluation**

Table 47 the employee started with ANEM contract or an internship

	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid Yes	18	26,9	26,9	26,9
No	49	73,1	73,1	100,0
Total	67	100,0	100,0	

Source: ourselves

According to this table 26.9% of the total respondents started their journey at DHL with ANEM or internship contracts. According to DHL HR manager, during the previous three years 43% of the total active employees started with ANEM contracts for one and two years, 23% were remained to sign a DHL contract, which means DHL global attraction strategy is implemented by investing on young skilled pipeline.



Source: ourselves

Figure 28 Employee with an ANEM / internship start

The diagram shows that respondents from the 67 started their journey with ANEM or internship contracts.

Table 48 During ANEM/internship contract the employee decided to apply

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Neutral	2	3,0	11,1	11,1
	Agree	7	10,4	38,9	50,0
	Strongly agree	9	13,4	50,0	100,0
	Total	18	26,9	100,0	
Missing	System	49	73,1		
Total		67	100,0		

Source: ourselves

According to this table respondents from 18 agreed that they decided to apply for DHL positions during their apprenticeship period.

Table 49 what the employee learned during ANEM contract encouraged him/her to apply

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Disagree	1	1,5	5,6	5,6
	Neutral	1	1,5	5,6	11,1
	Agree	7	10,4	38,9	50,0
	Strongly agree	9	13,4	50,0	100,0
	Total	18	26,9	100,0	
Missing	System	49	73,1		
Total		67	100,0		

Source: ourselves

This table 90% of the respondents agreed that they decided to apply for DHL positions because of what they learned during their apprenticeships which shows that they were supported and the team had emphasized their commitment by giving them the opportunity to learn.

Table 50 The employee applied because of the high probability of being accepted

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Yes	11	16,4	100,0	100,0
Missing	System	56	83,6		
Total		67	100,0		

Source: ourselves

DHL is able to give young people the opportunity to explore their careers, discover what they are good at and what interests them most in its business. To the point that 11 respondents' from 18 said that I did apply for a DHL position during or after their apprenticeships because they had a high probability of getting accepted

Table 51 the employee applied because of the strong relationship among the colleagues

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Yes	13	19,4	100,0	100,0
Missing	System	54	80,6		
Total		67	100,0		

Source: ourselves

This item table represents the young graduate interns who have chosen to apply for DHL because of its workplace environment. They noticed during their apprenticeships, 13 from 18 respondents'.

Table 52 both gender apply because of the development opportunities

		Frequency	Percentage	Valid Percentage	Cumulative Percentage
Valid	Yes	14	20,9	100,0	100,0
Missing	System	53	79,1		
Total		67	100,0		

Source: ourselves

This item table represent the young graduate interns who choose to apply for DHL because of the development opportunities DHL provides to its members, they noticed during their apprenticeships, 14 from 18 respondents'.

Table 53 both gender apply because of CB

		Frequency	Percentage	Valid percentage	Cumulative Percentage
Valid	Yes	7	10,4	100,0	100,0
Missing	System	60	89,6		
Total		67	100,0		

Source: ourselves

This table clearly shows that the young graduate employees did not chose DHL because of their financial situation only but because of the intangible value proposition it offered to them (Learning opportunities- work environment) when only 7 respondents' agreed that they chose apply at DHL because of its compensation and benefit

**1.3.2 The most valuable proposition that influence the boomerang recruits the most**

Table 54 EVP & boomerang recruitment

**Correlations**

		DHL attracts people because of its team work	The employee overall of DHL as an attractive employer
DHL attracts people because of its team work	Correlation of Pearson Sig. (bilateral) N	1  8	,548  8
The employee overall of DHL as an attractive employer	Correlation of Pearson Sig. (bilateral) N	,548  8	1  8

The correlation is significant at the level 0.01 (bilateral).

Source: ourselves via SPSS

According to table 54. We observe that  $r=0.548$ , so we can say that there is an average positive correlation between the boomerang recruitment respondents answers DHL as an attractive employer because of its team work and their overall of DHL as an attractive employer. This has repercussions on DHL employer branding strategy (EVP) to attract and retain its employees; it means that they are providing a healthy workplace environment, which can affect their employees' decisions to come back if they had their own decision to leave or even if another organization offered to them what DHL have not but the promises and the expectations were nor correlated.

This result emphasizes the previous study that said DHL is the best place to work, and answers our investigation questions as well.

Significance test = 0,000 so very low compared to the risk of error  $\alpha$  of 5%. Therefore, the model is accepted.

PS: Boomerang recruitment: the employees who left the company and came back again.

#### **1.4 Key performance indicators of attraction**

As we already mentioned in our methodology part we used some KPIs that measure DHL attraction

First we came up with the candidates' online registration concerning the last two positions that DHL opened:

IT Support Agent: 618 Total candidatures registration for one position in 2 months

Credit & Collect Coordinator: 635 Total applications registration for one position in 2 months, based on these statistics we can say that an average of 20 registrations in each day for each position is neither high nor low; it is acceptable, based on the global strategy of attraction DHL as we already set is not working on the external brand as it is working on the internal, meaning DHL Algeria is not working on its social media and website to promote its EVP but it is promoting it from the inside based on the ambassadorship strategy.

Second indicator is pipeline of young talent which means the number of employees with an ANEM contract, during the last three years DHL has accrued 21 newbies meaning 11.6% of the total DHL when 18 members of them have been selected to sign a DHL contract (CDD-CDI) employees which can confirm for the second time that DHL is investing on young people.

Third indicator is the turnover rate, by calculating the retention rate we are going to measure both attraction and retention as well, that is what we already mentioned in our theory part (Employee Retention through Talent Acquisition P34) when an affective recruitment can be positive when the retention rate is low, the candidate is still working at your company because he met his expectations he already set about you improving the recruitment process can improve the retention rate and make it low,

Number of employees who left in 2019: 06 members

Number of hired candidates 2019: 08 members

The annual turnover rate at DHL is: 3.8%, which is very low. A healthy turnover is around 10%, meaning at 3.8% the retention rate is very healthy which indicates that the Employer branding of DHL is highly keeping its employees, and also this rate indicates that there were a smooth and the candidates process were effective which means also that the talent acquisition strategy is objective.

**1.5 The value proposition that retains the Y generation the most**

Table 55 EVP & Y generation retention

		Career & Learning items (Y generation)	The employee probability to stay at DHL for another 5years
Career & learning items (Y generation)	Correlation of Pearson Sig. (bilateral) N	1  48	,356*  48  48
The employee probability to stay at DHL for another 5years	Correlation of Pearson Sig. (bilateral) N	,356*  48	1  48

\*. The correlation is significant at the level 0.01 (bilateral).

Source: ourselves via SPSS

According to table 55. We observe that  $r=0.356$ , so we can say that there is a weak positive correlation between the Y generation answers of career & learnings items and their probability to stay for another 5years at the company. This has repercussions on DHL employer branding strategy (EVP) to retain its employees and specifically the Y generation; it means that they are providing a good career and learning opportunities, which can affect their employees' decisions to stay.

Significance test =0,000 so very low compared to the risk of error  $\alpha$  of 5% Therefore, the model is accepted.

**1.6 The value proposition that can attract the Y Generation the most**

Table 56 EVP & Y generation attraction

**Correlations**

		Reputation culture & items (Y generation)	The employee overall of DHL as an attractive employer
Reputation culture & items (Y generation)	Correlation of Pearson Sig. (bilateral) N	1  48	,295*  48
The employee overall of DHL as an attractive employer	Correlation of Pearson Sig. (bilateral) N	,295*  48	1  48

\*. The correlation is significant at the level 0.01 (bilateral).

Source: ourselves via SPSS

According to table 56. We observe that  $r=0.295$ , so we can say that there is a weak positive correlation between the Y generation answers of the company reputation & culture items and their employee overall of DHL as an attractive employer. This has repercussions on DHL employer branding strategy (EVP) to attract its potential employees and specifically the Y generation; it means that they are providing a culture value proposition and they are working on their reputation as well, which can affect their employees' decisions to come.

Significance test =0,000 so very low compared to the risk of error  $\alpha$  of 5% Therefore, the model is accepted.

**Section 4: Result Discussion**

This part discusses the results of our study by answering the sub-questions and provide limitations and recommendations,

**1 Discussion**

In this part, we discussed the results interpretation by answering our sub questions of our study, and discuss each results we have found.

We found that the company reputation and culture (table 44) beside career development and learning opportunities (table 40) are the value propositions that affect the employees' decisions to come and stay the most.

Across the literature we set plus the study results we come up to say that the employer branding is affecting the retention and attraction rate by providing a bunch of value propositions, each employee tends to come or stay because of one of those values and even all of them.

On the other hand we found that the most value proposition that can retain Y generation the most is career development and learning opportunities (table 55) that means what is providing by the organization of training and investment in knowledge is having results, the employees aged between 26 to 40 years old represents 71.6% of our respondents and 75% of DHL employees, their career management is under a good management, people are staying at DHL because they are growing either in their personal or professional development

Concerning what is the most EVP that attract the Y generation we found that DHL reputation and culture is influencing the potential employees to apply.

As we already set on the interpretations above, the results indicate that there is a positive correlation weak and average between the EVP items and both retention and attraction variables (table 45 & table 46)

According to table 45 we found that there is a positive correlation between what DHL is providing of value propositions and its employees' retention.

According to table 46 we found that there is positive correlation between DHL EVP and the potential employees' attraction, and also the internal branding that is represented by the ambassadorships strategy.

Otherwise we wanted to evaluate DHL attraction strategy of investing on young skilled pipeline when we asked the employees who started with an ANEM or internship contract and we wanted to know why did they apply? For DHL we found out that what was providing for them during their internships from learning opportunities to a healthy work environment let them be interested to apply and we confirmed that hypothesis when only 7 respondents agreed that they did apply because of salary and their financial situation, which means the employer branding strategy for young skilled pipeline at DHL is on the right road.

75% of the ones who quitted and came back said that they returned because of the healthy work environment at DHL which indicate also that the company is widely working on its EVP pillar of work environment.

These results built on existing evidence of the previous theories that said there is an impact of the EB on employees attraction and retention, While previous research has focused on the EVP pillars, these results demonstrate that not only the pillars in theories are able to retain and attract the strategy of each organization plays a huge role, when the company aligned its global goals with the HR goals, that is what we noticed that DHL is working on the young people and investing on them.

### **11 The study limitation**

Our investigation faced some obstacles started from data collection process because of the pandemic period the start of 2020 passed by, we struggled to reach the agent category because some of them do not use the emails, second limit was the complication and variation of our ways of investigation that was not easily to be done in a short period.

### **12 Recommendations**

Further research should take into consideration the external approach of the employer branding strategy and even the social corporate approach, we only used the internal approach because DHL adopts it, and because of the investigation period we passed by, further research also needs to establish a mix approach quantitative and qualitative in order to build the hypothesis first then test them by a questionnaire, furthermore for the next studies it is preferable to make the investigation process easy and clear and do not use too many KPIs and methods if there is no enough time for that.

Based on the research results and the observation during our internship at DHL we would like to suggest to the employer branding managers to work more on the tangible side of the company EVP, because according to the results that what made the members leave, in other side the career management of the agent category should be taking into consideration because it is taking a huge part from total of the employees and most of the quitter are from this category, concerning the attraction and because the ANEM contracts are over, the HR team should find another way to attract the pipeline of the young graduate long term internship, universities partnerships can be they keys.

## **Conclusion**

This research aimed at identify the influence of the Employer Branding on potential and current employees' attraction and retention, based on the sited literature review the employees value proposition represents the EB strategy, in the other hand each organization has its own strategy of attraction and retention but the common mandatory tool is thatEVP,

Through a quantitative method based on the analyzed data we can answer our research problematic by saying that the employer branding is affecting and influencing the employees attraction and retention to different positive significant points great and small,

Great when the candidates chose DHL because of its EVP, mostly its culture & reputation and also because of its work environment and to the point when the current employees want to continue their DHL journey because of the offered EVP that the company provided, mostly career and learning opportunities,

Furthermore the influence of the employer branding was positive significant to a smaller point when the potential employees wanted to join DHL because of compensation value proposition, to a small point also when the current members of DHL wanted to stay because of the value proposition of compensation and benefits.

Our study covered also Y generation expectations during the war of talents when our respondents from that generation we found out that they were attracted by the organization reputation and culture the most while the career and learning opportunities factor influence their decision to stay and perform.

After the data analyzing and discussion we confirm our first hypothesis that said «DHL employer branding strategy is providing a package of value propositions that can attract and retain employees», the EVP was represented by six pillars, each one of them affects the employees decision to come and to stay, the affection is from low to strong depends on the respondents answers,

In addition based on our correlations tests between DHL value propositions of employees and retention and attraction items were positive and significant and confirmed that DHL employees are still working there because of Contribution opportunities, Management system, Work environment, culture, Learning & growth opportunities and Compensation & benefits.

Our second hypothesis that said «Most of DHL employees are still working there only because their financial situation and because they only need to get paid» is rejected.

Based on the same data results that confirmed and rejected the previous hypothesis we confirm our third one that said «there is a relationship between DHL EVP and employees' attraction and retention»

The chosen methodology of this research was enough and fair to both answer our problematic and test the hypothesis, it clearly illustrated the extent of employer branding influence on employees' decision to apply and to stay at the organization,

Moreover it also raises the question of why do the employees leave their positions? For what reasons? Is it because they do not meet their expectations? Did the employer promote and promise and was not really found on the spot? Otherwise this research raise also another problematic when the macro economy and the employment market should be included, supposing that the employee is still working at X company because of its EVP and at the same time because of the competitive employment market, or due the lack of the opportunities, that can open another research question the next research should take care of it, this reflection border will cover and emphasis the problematic because of the uncertain situation of world economy.

By all counts with the proven results there is no wonder that the theories that said the employer branding attracts the potential employees (*Collins & Stevens, 2002, Ambler and Barrow, and al*) and retain the current employees (*Brett Minchington 2005, Edward E. Lawler III and Richard Mosley and al*) are confirmed in our research at DHL Algeria as a study case.

## **Annex**

### **The investigation survey**

Ladies and Ggentlemen:

I am a student at the higher National School of Management, Specialty human resources management, and I am preparing an end of study Thesis that deals with the following theme:

The Employer Branding and its influence on employees 'attraction and retention.

To conduct this research, I need to collect information from DHL employees through a questionnaire.

The response to the questionnaire is anonymous; all the information collected has a strictly educational objective and is only to be used for my Presentation.

I would be grateful if you could participate in carrying out this study, thanking you for your commitment

#### **Section 1**

Age range

25 and less

Between 25 and 40

Between 41 and 55

55 and more

---

Years of experience at DHL

5 and less

Between 5 and 15 years

15 and more

---

Have you ever left before came back?

Yes

No

---

Your socio-professional category

Agent

Team leader

Supervisor

Manager

---

Section 2

I am proud to work at DHL because of its good reputation before the public

Strongly disagree

strongly agree

---

I may leave my current job for a 20% increase in another company

Strongly disagree

Strongly agree

---

I would like to recommend DHL to my friends based on the benefits and compensation

Strongly disagree

strongly agree

---

I would like to recommend DHL to my friends based on training and career development

Strongly disagree

Strongly agree

---

I understand my career path and my promotion plan at DHL

Strongly disagree

Strongly agree

---

Have you changed job position at the same level but in another department?

Yes

No

---

If yes, how challenged did you feel

Strongly disagree

Strongly agree

---

I feel like I am able to reach my full potential at DHL

Strongly disagree

Strongly agree

---

I always receive the feedback

Strongly disagree

Strongly agree

---

I do feel that my work is valued

Strongly disagree

Strongly agree

---

I would like to apply again at DHL

Strongly disagree

Strongly agree

---

If you agree, please indicate the reasons why

- The social advantages
- career development opportunities
- The remuneration
- The workplace environment
- Learning opportunities
- Stability

O Others

---

I participate in team discussions in order to identify a new idea or solution to a problem

Strongly disagree

Strongly agree

---

I am happy with my colleagues

Strongly disagree

Strongly agree

---

I am happy with my superiors

Strongly disagree

Strongly agree

---

The colleagues I work with help me do my jobs well

Strongly disagree

Strongly agree

---

My job usually stresses me out

Strongly disagree

Strongly agree

---

I feel like I'm reaching my full potential in this position

Strongly disagree

Strongly agree

---

How likely are you to stay with DHL for another 5 years?

Strongly disagree

Strongly agree

---

All the reasons chosen above may explain why I still work at DHL.

Strongly disagree

Strongly agree

---

If there are other reasons, please mention them in the box

Would you recommend a friend to work at DHL?

Strongly disagree

Strongly agree

---

If yes, give us two reasons of why

s

---

### Section 3

When I was new, DHL offered me personal and professional development opportunities

Strongly disagree

Strongly agree

---

When I was new, DHL gave me a chance to prove myself

Strongly disagree

Strongly agree

---

The integration process at DHL has defined what I need to know to be effective.

Strongly disagree

Strongly agree

---

J'étais convaincu de rejoindre DHL car

DHL employees suggested it to me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Strongly agree			strongly disagree	
Because of its reputation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Strongly agree			strongly disagree	
Because it offers opportunities for professional and career development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Strongly agree			strongly disagree	
Because of the benefits it offers (pension insurance, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Strongly agree			strongly disagree	
compensation system (salary-evaluation system, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Strongly agree			strongly disagree	

---

How would you describe the working atmosphere in your department?

Engaged

Boring

Serious

Toxic

---

Your overall of DHL as an attractive employer?

Strongly disagree

Strongly agree

---

What makes DHL an attractive employer? And encourage people to apply the most to join it? (Multiple responses)

The team work	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	Strongly agree <span style="float: right;">strongly disagree</span>
Training programmes	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	Strongly agree <span style="float: right;">strongly disagree</span>
The work environment	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	Strongly agree <span style="float: right;">strongly disagree</span>
Evolution opportunities	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	Strongly agree <span style="float: right;">strongly disagree</span>
Salary	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	Strongly agree <span style="float: right;">strongly disagree</span>
Social advantages	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	Strongly agree <span style="float: right;">strongly disagree</span>
DHL reputation	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
	Strongly agree <span style="float: right;">strongly disagree</span>

Have you started your DHL journey with an ANEM contract or a practical internship?

Yes

No

## Section 4

Do you still work with an ANEM contract?

Yes

No

---

During your ANEM contract (or your practical internship), you decided to pursue your career at DHL

Strongly disagree

Strongly agree

---

What you learned during your ANEM period allows you (or has already allowed you) to apply for different positions at DHL

Strongly disagree

Strongly agree

---

After the end of your ANEM contract, what can push you (or already pushed you) to apply for a new position at DHL (multiple responses)

The high probability of being accepted

The solid relationship with your colleagues

Personal and professional development opportunities after being accepted

Compensation and Benefits Offered

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