

**THE IMPACT OF EMPLOYER BRAND EQUITY ON EMPLOYEE
ATTRACTION AND RETENTION IN TELECOMMUNICATION INDUSTRY
WITH SPECIAL REFERENCE TO WESTERN PROVINCE**



**JAYAWARDANA MUDIYANSELAGE PRASHANSA MIHIRI
JAYAWARDANA**



**DEPARTMENT OF MANAGEMENT
FACULTY OF COMMERCE AND MANAGEMENT
EASTERN UNIVERSITY, SRI LANKA**

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ABSTRACT

In recent years, companies have faced the challenges in attracting, and retaining high-quality employees because of growing talent war. To address this challenge some of the firms in Sri Lanka's telecommunication industry have developed employer branding programs aimed at building employer brand equity (EBE) in the labour market. Traditionally, the branding concept has been used for building brand equity in order to acquire and retain customers. Thus, the adaption of this marketing concept to the field of HR management has been widely accepted among scholars and practitioners in the context of strategic HRM. However, the effects of EBE in the labour market remain unclear because of a lack of empirical evidence. Employer branding has two audiences, externally it targets potential employees and internally it targets existing employees. But, majority of the studies have paid the attention on external effects of employer branding, which raises the question of how EBE effects on current employees. So, there is an empirical gap in literature to reveal the impact of EBE on employee attraction to employer and retention.

Thus, the current study was conducted with the aim of investigating the impact of EBE on employee attraction and retention in the context of internal audience of employer branding in telecommunication industry. The data were collected through a self-administrated structured questionnaire from 240 respondents of the selected firms. The study used univariate, bivariate and multivariate analysis techniques in order to analyze data and find the results of the study objectives. Findings of the study revealed that all EBE elements have positive relationship with employee attraction and retention. Among them, employer brand associations, experience with employer and employer brand loyalty has strong positive relationships whereas familiarity with the employer has moderate relationship. Consequently, EBE is significantly contributing to determine employee attraction and retention and employer brand associations having the higher proportion of variance (54.9%). Moreover the higher level of EBE leads to higher level of employee attraction and retention among engineers of the selected firms in the industry. The findings of the study have various managerial implications for telecommunication industry and other industries.

Keywords: *Employer branding, Employer brand equity, Employee attraction and retention*

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