



**INTERNATIONAL DUBLIN UNIVERSITY
INSTITUTE OF POSTGRADUATE EDUCATION
(DOCTORAL THESIS)**

**“THE IMPACT OF EMPLOYER BRANDING ON EMPLOYEE
ENGAGEMENT, CULTURAL FIT AND TALENT ATTRACTION: AN
SECTORAL COMPARATIVE STUDY”**

YAVUZ BORAZAN

**İSTANBUL
NİSAN 2025**

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I dedicate this work to my son, Ender Aslan BORAZAN, and my beloved wife, Gökçe.

PREFACE

This thesis has been prepared with the aim of understanding how the concept of employer branding is shaped within corporate companies in Turkey and how it is connected to workplace culture and employee experience. Throughout the research process, I have sought to bridge multiple layers, both theoretical and practical. In particular, the valuable contributions of human resources managers working in various sectors have enriched the field-oriented aspect of this study.

The process of preparing this thesis has not only been an academic endeavor but also a journey of learning, where patience, curiosity, and discipline intertwined. As I combined the conceptual framework in the literature with sectoral insights, I had the opportunity to gain a deeper understanding of employer branding—not merely as a communication strategy, but as an institutional culture, an employee promise, and a vision for the future.

I would like to express my gratitude to all the experts who contributed to the shaping of this study and to the human resources professionals who shared their insights with sincerity during the interviews.

I am also deeply thankful to Şenay Borazan, Turgay Borazan, Mustafa Aydın, Saniye Aydın, Onur Erdem Aydın, Dr. Engin Baran, and my dear friends, who stood by me with patience and support throughout every stage of this intensive and detailed journey.

This thesis is not solely the result of individual effort; it is also a work that reminds us of the value of collective thinking and collaborative creation.

YAVUZ BORAZAN
12/04/2025

ETHICAL STATEMENT

I hereby declare that this thesis is my own original work and that I have not engaged in any unethical conduct throughout any stage of the thesis process, from its planning to its writing. All information presented in this thesis has been obtained in accordance with academic and ethical standards. Any data, ideas, or comments that were not derived directly from this study have been properly cited and included in the list of references. I also affirm that, during the preparation and writing of this thesis, I have not committed any actions that would infringe upon patent or copyright regulations.

YAVUZ BORAZAN

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ABBREVIATIONS

EVP	EMPLOYEE VALUE PROPOSITION
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ABSTRACT

“THE IMPACT OF EMPLOYER BRANDING ON EMPLOYEE ENGAGEMENT, CULTURAL FIT AND TALENT ATTRACTION: AN SECTORAL COMPARATIVE STUDY”

BORAZAN, YAVUZ

Doctoral Thesis, Department of Business Administration

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This study examines the relationship between employer branding and workplace culture, highlighting their impact on organizational success. Employer branding refers to how a company is perceived by its current and potential employees, while workplace culture defines the organization's values, norms, and behavioral patterns. Both concepts directly influence internal dynamics as well as external reputation.

The research demonstrates that a strong workplace culture positively affects employer branding by increasing employee engagement. Cultural elements such as flexible working hours, transparent communication, and an inclusive structure create positive employee experiences, which in turn enhance the external perception of the employer brand. Furthermore, employees sharing positive experiences on social media and career platforms boosts the company's ability to attract talent.

Conversely, a negative workplace culture can reduce employee satisfaction and harm the company's reputation, as reflected in reviews on platforms like Glassdoor, potentially deterring prospective candidates.

In conclusion, there is a bidirectional interaction between employer branding and workplace culture. Organizations should develop strategies to enhance workplace culture, which in turn strengthens employer branding. Paying attention to employee feedback, adopting an inclusive and transparent culture, and fostering both internal engagement and external reputation contribute to long-term organizational success.

Keywords: Employer Branding, Workplace Culture, Employee Experience, Employee Feedback, Talent Attraction

CHAPTER 1 – INTRODUCTION

1.1. Purpose and Significance of the Study

In an era where global competition in the business world is intensifying, technological developments are accelerating, and workforce dynamics are constantly evolving, it is crucial for organizations to possess qualified human capital in order to achieve sustainable success. In this context, the concept of *employer branding* has moved beyond being a mere extension of human resources policies and has become a central component of strategic management agendas. Introduced into the academic literature in the early 1990s, the concept initially focused on tangible offerings such as salary, fringe benefits, and career development opportunities provided to employees. Over time, however, it has evolved into a holistic value proposition aimed at both current and potential employees, designed to attract, engage, and build loyalty among talent.

Today, employer branding represents a strategic management process in which an organization systematically constructs the reasons why it is a preferred workplace and communicates these reasons effectively to both internal and external audiences. This process not only aims to enhance competitiveness in the labor market but also seeks to strengthen internal engagement, motivation, and the overall employee experience. Consequently, employer branding initiatives are not limited to human resources functions alone; rather, they are integrated with disciplines such as marketing, corporate communication, and organizational behavior.

At the core of employer branding lies one of its most critical components: workplace culture. Organizational culture shapes employees' daily experiences, behavioral patterns, communication styles, and their sense of belonging. A strong, positive, and inclusive workplace culture directly influences the credibility and sustainability of the Employee Value Proposition (EVP). Consistency between the brand communication presented externally and the real experiences within the organization is one of the key determinants of employer brand trustworthiness. Therefore, employer branding and workplace culture should be viewed as two mutually reinforcing strategic domains—each one's success is closely interdependent on the other.

The importance of employer branding is growing steadily, particularly for global companies. These companies are required to define a unified EVP while adapting it effectively to local cultural contexts as they operate across various geographies. The success of a global employer

brand in local markets depends on accurately analyzing local expectations and embedding the EVP within the local workplace culture. Failing to do so may result in employee disengagement, a loss of trust, and a weakened sense of belonging.

Furthermore, the target audience of employer branding extends beyond current employees. University students, mid- and senior-level professionals, and even former employees are also important segments influenced by the employer brand. For this reason, employer branding strategies must be supported by multi-layered audience analyses and diverse communication tools. Alignment between workplace culture and these strategies is of critical importance for maintaining brand consistency.

The primary aim of this study is to examine the concept of employer branding from both theoretical and practical perspectives and to analyze how the Employee Value Propositions (EVPs) defined by global companies are positioned in local markets such as Turkey, and what role workplace culture plays in this process. The limited number of comprehensive academic studies that address the transfer of global employer branding strategies to local contexts, along with the influence of organizational culture in Turkey, enhances the significance of this research. This thesis aspires to contribute to the existing literature and to serve as a guiding resource for human resources professionals, communication experts, and academics who develop strategies at the intersection of employer branding and organizational culture.

1.2. Research Problem and Questions

The modern business world is increasingly faced with the necessity of attracting, retaining, and fostering a high-performing workforce. This reality compels organizations to focus not only on financial resources but also on strategic approaches toward their employees in order to enhance competitiveness.

Today's employees tend to prioritize alignment with the values, culture, and brand of the organization they work for, beyond tangible benefits such as salary and fringe perks. For this reason, companies must give special attention to the concepts of *employer branding* and *workplace culture*, both of which function as internal and external focal points. While employer branding refers to how a company is perceived by both potential and current employees, workplace culture provides a framework that shapes employees' experiences and organizational behavior.

However, the relationship between these two concepts and their effects on employee engagement and organizational success has been underexplored—particularly in the context of Turkey. In existing literature, employer branding and workplace culture are often studied independently, and the dynamic interaction between them has not been examined in sufficient depth. Understanding how the relationship between employer branding and workplace culture directly affects employee engagement and organizational performance is vital for businesses.

The aim of this research is to analyze the interactions between these two key concepts and reveal their effects on employee engagement and organizational success.

In line with this aim, the study seeks to answer the following research questions:

- How does a strong employer brand affect employee engagement?
- Through which factors does workplace culture shape the perception of employer branding?
- What role do employer branding and workplace culture play in enhancing organizational success?

These questions are intended to form a foundation for expanding knowledge that will contribute to organizations' ability to achieve their strategic goals.

1.3. Significance of the Study

This study aims to contribute to both academic literature and the business world by offering theoretical, practical, and sectoral insights. Investigating the relationship between employer branding and workplace culture—and their combined impact on employee engagement and organizational success—is of critical importance for achieving long-term sustainable success in organizations.

1.3.1. Theoretical Contributions

This study thoroughly examines a topic that has not been sufficiently addressed in existing literature: the relationship between employer branding and workplace culture, and their influence on employee engagement and organizational performance. Within this context, the study provides the following theoretical contributions:

1. Filling a Conceptual Gap:

Previous studies on employer branding and workplace culture often treated these concepts separately. However, the integration of employer branding with workplace culture and the outcomes of this integration—particularly in socio-culturally distinct environments such as Turkey—have not been adequately explored. This research aims to address that gap by analyzing the interaction between these two concepts.

2. A New Perspective on Employee Engagement:

In the literature, factors influencing employee engagement are usually limited to tangible aspects such as salary, career advancement, and leadership style. This study offers a new perspective by examining the impact of more abstract yet influential concepts such as employer branding and workplace culture on employee engagement.

3. Development of Theoretical Models:

This research intends to develop new theoretical models to analyze the relationship between employer branding and workplace culture. For example, subtopics such as mediating variables influencing employee engagement or the effects of workplace culture on different components of employer branding may form integral parts of the proposed model.

4. Research within the Turkish Context:

Studies on employer branding and workplace culture have primarily been conducted in Western countries. However, limited knowledge exists regarding how these concepts are shaped and interact within countries like Turkey, which have distinct cultural and economic dynamics. This study contributes original data and insights to the literature by contextualizing the research within Turkey.

1.3.2. Practical Contributions

The practical contributions of this research to the business world encompass a wide range of areas:

1. Developing Employer Branding Strategies:

A strong employer brand not only helps attract talented employees but also supports their retention. This research will provide organizations with strategic insights to strengthen their employer brand, including:

- Identifying the most valued employer brand components from the employee perspective,

- Providing guidance on how organizations can more effectively communicate their employer brand to target audiences.

2. Shaping Workplace Culture Policies:

A positive workplace culture is one of the most influential factors in enhancing employee engagement and motivation. This study offers recommendations for organizations on how to improve their workplace culture, including:

- Actionable steps for leaders to foster a positive cultural influence on employees,
- Implementation of diversity and inclusion policies,
- The role of employee feedback mechanisms in strengthening workplace culture.

3. Enhancing Employee Experience:

Employees' experiences at work directly affect their commitment to the organization. This research will guide organizations in areas such as:

- Reward systems that enhance employee motivation,
- Flexible work models and work-life balance policies.

4. Creating Competitive Advantage:

Employer branding and workplace culture not only attract talented employees but also enhance long-term financial performance. This research aims to serve as a guide for organizations to understand the strategic importance of these two concepts and how they can be improved.

1.3.3. Sectoral Contributions

By exploring the relationship between employer branding and workplace culture across different sectors, this study aims to offer the following contributions:

1. Cross-Sectoral Comparisons:

An analysis of how employer branding and workplace culture differ across industries such as services, manufacturing, technology, and finance will be conducted. This will provide valuable data to help organizations develop industry-specific strategies.

2. Management Practices:

In sectors with high employee mobility (e.g., the technology sector), the impact of employer branding and workplace culture on employee engagement will be examined in depth.

3. Foundation for International Comparisons:

The findings of this study may provide a basis for understanding how employer

branding and workplace culture strategies in developing countries such as Turkey differ from those in Western nations.

1.3.4. Implications for Academia and Business

Ultimately, this research aims to have a broad impact on both academic and business domains:

- 1. Academic Impact:**

It will contribute original insights to the literature and foster the development of new theoretical models.

- 2. Business Impact:**

It will assist organizations in developing concrete and effective strategies to enhance their employer brand and workplace culture.

1.4. Research Questions and Hypotheses

Research Questions:

1. Does a strong employer brand increase employee engagement?
2. How does workplace culture influence employees' perception of the employer brand?
3. How do employer branding and workplace culture contribute to organizational success?

Research Hypotheses:

- **H1:** A strong employer brand increases employee engagement.
- **H2:** A positive workplace culture positively influences the perception of employer branding.
- **H3:** Employer branding and workplace culture enhance organizational performance.

1.5. Type of Research

This study was designed as a cross-sectional research project. Data were collected from participants within a single time frame and analyzed quantitatively using statistical methods.

1.6. Sample of the Study

The study focuses on organizations that have implemented employer branding processes in Turkey, along with two global companies that have experience in employer branding practices

worldwide. In-depth interviews were conducted with human resources managers responsible for implementing employer brand dissemination strategies. A set of ten questions was posed to HR professionals overseeing employer branding projects. Interviews were conducted face-to-face, by phone, and via email. The research was conducted between December 1, 2024, and May 1, 2025.

1.7. Limitations of the Study

1.7.1. Sample Limitations

- The sample is limited to corporate companies in Turkey, and therefore, the findings may not be generalizable to an international context.

1.7.2. Time Constraints

- The data collection process was limited to one month, which restricted the ability to observe dynamic changes over the long term.

1.7.3. Participant Bias

- In online interviews, there is a possibility that participants may not provide entirely honest responses.

1.8. Structure of the Thesis

This thesis is composed of five main chapters:

1. Introduction:

Introduces the research problem, its significance, and the hypotheses of the study.

2. Literature Review:

Provides a detailed examination of the existing literature and theoretical foundations related to employer branding, workplace culture, and employee engagement.

3. Methodology:

Describes the research design, data collection procedures, and analysis methods employed in the study.

4. Findings and Discussion:

Analyzes the research results and relates the findings to the existing body of literature.

5. Conclusion and Recommendations:

Summarizes the overall findings of the study and presents practical recommendations.

CHAPTER 2 – ACADEMIC LITERATURE

2.1 Definition and Importance of Employer Branding

Employer branding is a concept situated at the intersection of human resources management and marketing strategies, which defines how a company is perceived by its current and potential employees. It plays a crucial role in the efforts of organizations to attract and retain qualified talent.

Ambler and Barrow (1996) define employer branding as the application of brand management techniques in the field of human resources. This approach emphasizes the value propositions and work experiences that organizations offer to their employees. Employer branding aims not only to increase employees' loyalty and commitment but also to create an attractive working environment for prospective candidates.

The concept of employer branding emerged in the early 1990s at the convergence point of HR management and marketing strategies and rapidly became a key subject in academic literature. Ambler and Barrow (1996:187) describe employer branding as a holistic package of psychological, economic, and functional benefits created by companies for current and potential employees, aiming to retain talent and attract new ones. This definition highlights that employer branding is not merely a superficial advertising language but is directly connected to the internal experiences offered by a company to its employees.

At this point, employer branding is not only about how an employer appears externally but also about how it is felt internally by its employees. Especially psychological benefits—such as a sense of meaningful work, belonging, and recognition—have become much stronger sources of motivation than financial incentives for today's workforce. This necessitates that organizations invest more heavily in the "emotional experience" dimension when shaping their employer branding strategies.

Rosethorn (2009:19) frames employer branding as a "mutual psychological contract." This perspective argues that the relationship between employer and employee is not solely defined by formal contracts, but also involves a deeper bond based on mutual expectations and perceptions. Employer branding acts as the carrier of this contract. In other words, in return for the promises made by the company to its employees, the employees' loyalty, motivation, and

workplace behaviors are shaped. This mutual interaction nourishes organizational culture and directly contributes to the company's external reputation.

Foster (2010:403) associates employer branding with the broader concept of corporate branding and bases this relationship on a balance between the total value the company offers and the individual needs of employees. According to this view, the benefits provided to employees should not only be material but also address emotional and developmental needs. In other words, employees do not work solely for a paycheck, but also seek environments where they can self-actualize, contribute meaningfully, and feel valued. Foster's approach presents employer branding not only as a tool for attraction but also as a mechanism for building lasting relationships.

Schlager et al. (2011:497) argue that employer branding has a multidimensional impact on both employees and customers. According to them, a strong employer branding strategy increases the company's visibility and reputation in the external market, while simultaneously reshaping how employees perceive the organization internally. This transformation strengthens the emotional bond between employees and their company, fosters more positive workplace attitudes, and ultimately enhances job performance. Furthermore, external customers tend to evaluate service quality more positively when employee satisfaction is high, increasing their loyalty to the brand. In this sense, employer branding contributes not only to human resources processes but also directly to corporate reputation and customer experience.

Collins and Stevens (2002) approach employer branding as a strategic tool for gaining competitive advantage. They argue that this concept, emerging from the convergence of HR management and brand management, regulates the internal relationship between organizations and employees while also strengthening the company's position as a preferred employer in the external labor market. When integrated with overall organizational strategy, employer branding allows companies to differentiate themselves, create a unique working environment, and become more attractive in the job market. In this respect, employer branding evolves beyond being just an HR policy and becomes a foundational element of the entire organization.

Martin (2007) identifies two core functions at the heart of employer branding: attracting talented employees and strengthening the belief and loyalty of existing staff toward the company. In this process, employer branding transforms from a mere communication tool into a system of values. According to Martin, the employer value proposition (EVP) presented by

the brand must consist not only of promises but also of concrete and sustainable practices. This proposition includes multiple dimensions such as training opportunities, career development paths, leadership approach, inclusion policies, and the company's ethical stance. Employees do not merely hear these values—they live and experience them, and this deepens their loyalty to the organization.

In light of these perspectives, employer branding today is no longer regarded merely as a “human resources tactic,” but rather as a holistic structure that reflects the strategic vision of an organization, its cultural fabric, and the foundation of its relationship with employees. An effective employer brand enhances both the internal efficiency of organizations and their external visibility and attractiveness.

Conceptualized systematically by Ambler and Barrow in the mid-1990s, the notion of *employer branding* has since evolved into a strategic field at the intersection of human resources management, brand management, and corporate communication. From its inception, the concept has attracted increasing attention in both academic and practical domains, and has been interpreted through numerous theoretical lenses.

Kunerth and Mosley (2011) argue that employer branding serves two main objectives: attracting new talent and retaining existing employees. Accordingly, employer branding is not merely a marketing language or an image-building process, but a commitment to constructing a consistent, sustainable, and credible structure across all touchpoints of employee interaction. When organizations begin to view their employees as “customers,” they are compelled to adopt brand-driven strategies aimed at fostering loyalty—just as they would with customer retention. This view shifts the employer brand from being a “product” to being an emotional experience—one sustained through a “value relationship” across every phase of the employee journey.

Backhaus and Tikoo (2004) emphasize the close connection between employer branding and core HR functions, asserting that employer branding possesses the power to shape employees' perceptions of the organization. They describe employer branding as a mirror that reflects how HR practices—such as recruitment, performance management, reward systems, career development, and employee experience—are perceived and internalized by employees. In this respect, employer branding becomes the “public face” of the HR function.

A 2001 report by The Conference Board provides key insights into the evolution of employer branding. The report compares corporate branding and employer branding, emphasizing that the latter is functionally bound to human resources units. It also highlights the rise of employer branding, noting that companies are increasingly investing not only in product or service branding, but also in branding initiatives aimed at current and future employees. This demonstrates that employer branding is beginning to occupy a central role in the overall strategic direction of organizations.

Mosley (2007) explains the growing interest in employer branding as a response to the increasing competition for top talent. In the context of global talent wars, organizations are no longer competing solely through financial compensation but are also striving to differentiate themselves through their workplace environments, organizational cultures, leadership styles, and career development opportunities. As such, employer branding is not merely an outward-facing marketing instrument—it is also an inward-facing mechanism of engagement and retention.

Lievens and Highhouse (2003) support this view, emphasizing that organizations must distinguish themselves from others to become more attractive to both potential and current employees. This differentiation must be grounded not only in visual identity or slogans but in authentic internal operations and real experiences. Otherwise, the constructed employer brand will quickly lose credibility.

Sullivan (2004) defines employer branding as a long-term, strategic, and goal-oriented management process. He argues that this process does not only influence employees and candidates but also functions as a perception management tool that impacts external stakeholders such as shareholders, media, and business partners. From this perspective, employer branding is directly linked to corporate reputation.

Taylor (2010) highlights three primary benefits of employer branding: recruitment, retention, and engagement. A strong employer brand attracts qualified talent, converts that attraction into long-term commitment, and ultimately drives higher performance. Especially in the recruitment process, employer branding operates similarly to product advertising. A compelling and trustworthy employer brand that reaches the right audience has the power to convince high-quality candidates to apply. Taylor also emphasizes that employer branding reduces turnover rates, enabling organizations to use their resources more efficiently.

Watson and Reissner (2010) underline the strong relationship between employer branding and organizational cultural values. According to them, satisfied employees become informal brand ambassadors, sharing their positive experiences with their networks. This kind of ambassadorship not only reinforces internal loyalty but also strengthens the organization's external reputation. Thus, employer branding becomes the outward reflection of the organization's internal culture.

Lodberg (2011) asserts that employer branding is not merely about constructing perception—it is the sum of experiences encountered at every touchpoint in the employee journey. According to Lodberg, a successful employer branding strategy must show consistency throughout every stage, from recruitment to offboarding. These stages include onboarding programs, internal communication, performance evaluations, leadership feedback, and opportunities for career development.

Michaels (2001) stresses that a strong *Employee Value Proposition* (EVP) lies at the heart of a successful employer brand. The EVP offers employees a meaningful answer to the question, “Why should I work for this company?” In addition to financial benefits, the EVP encompasses intangible values such as belonging, meaning, growth, and respect. For this reason, EVP is considered one of the foundational pillars of employer branding.

Rosethorn (2009) argues that the development of an EVP must be a deliberate and strategic process—not a coincidental one. She highlights the importance of tailoring EVP components to the specific needs of different employee segments. For instance, the EVP targeting recent graduates should differ significantly in language and focus from one designed for experienced HR professionals. This approach ensures that employer branding strategies are both targeted and personalized.

Hubschmid (2012:52) contends that it is not enough for an EVP to look strong on paper—it must align with the actual employee experience. Potential candidates form opinions based on the lived experiences of others inside the organization. If there is a significant disconnect between what is promised and what is actually experienced, both employee engagement and external perception of the employer brand may be negatively affected.

2.2 The Importance of Employer Branding

Employer branding has evolved beyond being merely an HR tool or a communication activity; it is now regarded as a strategic management domain that influences an organization's relationships with both internal and external stakeholders. Particularly over the last two decades, employer branding has emerged at the intersection of disciplines such as human resources management, brand management, and corporate strategy, gaining increasing prominence in both academia and practice.

Just as companies offer a brand promise to their external stakeholders—customers, suppliers, and business partners—they must also offer a similar promise to their employees. For instance, a tire company may emphasize durability as a competitive advantage, while a battery brand may differentiate itself through claims of long-lasting power. These types of brand promises are vital for managing customer expectations. In today's business environment, a comparable promise must also be extended to a company's workforce. This is where employer branding becomes essential. It constitutes the entirety of an organization's value proposition directed toward current and prospective employees. This promise must be reflected not only in written documents but also in daily practices, leadership styles, career opportunities, management approaches, and every aspect of the employee experience.

One of the key functions of employer branding initiatives is to demonstrate how well the organization delivers on its promises to employees and to ensure these promises are internalized. If a company claims to be “the best place to work,” this statement must be substantiated with meaningful and measurable evidence. Otherwise, the employer brand risks becoming little more than a superficial façade. Therefore, employer branding is not merely a perception management activity but also a test of organizational consistency and credibility.

Initially emerging in the 1990s, the concept of employer branding was largely focused on tangible elements such as compensation, benefits, and career development opportunities. Companies predominantly highlighted economic incentives in their efforts to attract and retain talent. Over time, however, it became evident that financial rewards alone were insufficient. Employees began to seek purpose, recognition, and psychological satisfaction—factors that became as important as salary. This shift has necessitated a fundamental rethinking of employer branding strategies.

Today, the concept of employer branding extends beyond current employees to encompass potential candidates, creating positive associations such as “a company worth working for,” “an inspiring organization,” or “a workplace that sparks curiosity.” This perception is not shaped solely through external communication campaigns, but also through the company’s internal culture, values, leadership style, diversity policies, flexibility practices, and career development opportunities.

Mosley and Schmidt (2017:8) define employer branding as a strategic process that communicates the distinctive features of a company’s employment environment to talented candidates and existing employees. According to them, employer branding is not just a branding activity—it is an experiential expression of the work environment. In this context, there must be alignment between the values a company promotes and the actual experience of its employees. Mosley (2014:32–34) further argues that the goal of employer branding should be to build a “great place to work.” This aspiration encompasses not only physical working conditions but also leadership, fairness, support, and growth opportunities.

In today’s talent-driven economy—where competition for skilled labor is increasingly fierce—employer branding is no longer a choice but a necessity. Companies implement employer branding not only to attract talent, but also to retain it and cultivate sustainable relationships. Modern employees are no longer content with merely having a job; they seek organizations where they can grow, contribute, and fulfill their potential.

The concept of the “War for Talent,” introduced by Chambers (1997), underscores this reality. According to Chambers, the challenge is not merely finding skilled employees but retaining them and fostering emotional commitment to the organization. Numerous recent studies and surveys reveal a noticeable decline in employee engagement levels. Particularly among younger generations, there is a growing preference for short-term employment experiences, making long-term tenure at a single organization increasingly rare. This trend not only escalates recruitment costs but also poses serious threats to organizational knowledge retention, innovation capability, and institutional memory.

At this point, employer branding becomes a powerful tool not only for acquiring talent but also for establishing emotional ties between employees and the organization. Employer branding answers the employee’s core question: “Why am I here?” The more sincere, consistent, and meaningful this answer is, the stronger the employee’s attachment will be. Effective employer

branding initiatives not only reduce turnover but also increase employee engagement, performance, innovation, and brand loyalty.

Moreover, the literature frequently emphasizes that employer branding should not be regarded solely as the responsibility of HR departments; rather, it must be embraced and carried forward by top management, communication teams, leadership cadres, and even individual managers. For the employer brand promise to be realized, visible support from senior leadership, alignment between leadership style and brand values, and a well-functioning internal communication system are essential. When employees perceive a disconnect between their lived experiences within the company and the brand promise communicated externally, their organizational commitment diminishes rapidly, and the credibility of the employer brand is significantly undermined.

Employer branding initiatives are not merely tools for facilitating recruitment processes; they serve as multifaceted strategic components that influence employee engagement, workplace satisfaction, organizational performance, and long-term corporate success. Organizations that manage their employer brand effectively today are not only able to attract top talent but also integrate these individuals into meaningful, long-term employee experiences—enabling them to move into the future with greater strength and sustainability.

2.3 Integration with Corporate Strategy and the Strategic Role of Human Resources

For many years, employer branding initiatives were developed within a management paradigm that regarded human resources departments as “support functions.” In this context, employer branding was often perceived as a superficial component—merely a recruitment aid or, at times, a sub-campaign under corporate communications. However, in today’s business environment, this perception has rapidly shifted. Employer branding has become not only an HR concern but a strategic priority for the entire organization.

Employer branding is now recognized as a key strategic tool that not only supports human capital management but also shapes corporate reputation and competitive advantage. At the heart of questions such as how a company is perceived, who wants to work there, how engaged its employees are, and to what extent top talent is drawn to the organization—lies the concept of employer branding.

A critical transformation has taken place: HR departments are no longer seen solely as operational units responsible for recruitment and payroll but as strategic partners in achieving long-term organizational goals. In the past, HR professionals were rarely invited to executive-level planning meetings or board discussions; human capital was largely addressed at an operational level. Over time, however, companies have come to realize that the most vital resource for achieving their objectives is, fundamentally, *people*.

Today, the core strategic question for any organization is:

“Where do we want to go?”

Closely followed by:

“Who will take us there?”

The answers to these questions rely not only on data and process analysis, but also on identifying, attracting, and retaining the right human capital. This is precisely where employer branding becomes an essential part of strategic planning. Defining a vision is not enough; organizations must also recruit capable, motivated, and culturally aligned employees who will bring that vision to life.

In this respect, employer branding builds a strategic bridge between the company’s long-term goals and its internal resources—namely, its people. This bridge is not simply a matter of communication but a process of identity transmission that conveys the organization’s values, expectations, leadership style, and cultural DNA to both current employees and potential candidates.

Many successful companies today are re-positioning their HR departments not just as supportive entities, but as decision-makers, influencers, and leaders. Especially in global organizations, HR leaders now play active roles in strategic decision-making processes, guiding everything from growth strategies to digital transformation initiatives. In this context, employer branding is no longer a sub-function of HR—it is a strategic identity that reflects the organization’s DNA to both internal and external audiences.

As a result of this transformation, employer branding has evolved into:

- A tool that supports not only recruitment but also leadership development, employee engagement, organizational culture transformation, and performance management.
- A component of long-term corporate vision rather than a short-term campaign.

- A foundational element in creating competitive advantage, corporate differentiation, and reputational value.

For employer branding strategies to succeed, they must be embraced not only by the HR department but by the entire organization. When all managers, leaders, and employees become ambassadors of the brand, the employer brand becomes truly alive. Otherwise, it remains nothing more than a set of promises confined to brochures and websites—detached from lived experience.

Within this scope, the following elements are critical for building and managing a successful employer brand:

- Strong leadership and vision from senior management
- Inclusion of HR in strategic planning processes
- Effective internal communication systems
- Strengthening of cultural alignment
- Support for employee experience at every touchpoint
- Promotion of a feedback-driven workplace culture

Together, these elements transform employer branding from a standalone initiative into a *living strategy*.

In today's business world, employer branding is no longer the sole responsibility of HR—it is a strategic responsibility of the entire organization. Ownership of employer branding contributes not only to achieving current corporate objectives but also to sustainable growth, talent acquisition, employee engagement, and corporate reputation. Organizational success is no longer measured solely by customer acquisition, but also by the ability to attract and retain the right employees. Therefore, employer branding must go beyond temporary campaigns and evolve into a permanent strategy—becoming one of the foundational pillars of a company's long-term vision.

Figure 2.1: Insights from PwC’s 21st CEO Survey (2018)



Source: <https://www.pwc.com.tr/tr/publications/arastirmalar/assets/2018-ceo-survey/sektor-yansimalari/ceo-arastirmasi-yetenek-sonuclari.pdf>

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The “CEO Survey – Talent Results” published by PwC Turkey in 2018 provides significant insights into the strategic approaches of companies in Turkey regarding human capital management. The analyses in the report not only reflect CEOs' perceptions of the talent agenda but also shed light on how key themes such as employer branding, employee engagement, and strategic HR management are positioned in corporate roadmaps.

According to the report, 72% of CEOs in Turkey state that acquiring qualified human capital is one of the most critical challenges in achieving their long-term growth targets. This finding clearly illustrates why employer branding has become a strategic priority. Organizations are now competing not only through financial capital or technological investment but also through the quality of their human capital. In this context, employer branding requires the sustainable construction of an Employee Value Proposition (EVP) that attracts and retains top talent.

Another notable finding is that only 15% of CEOs believe their human capital strategies are fully aligned with their overall corporate strategy. This suggests that in many organizations, HR is still positioned outside strategic decision-making processes, and long-term initiatives such as

employer branding are not sufficiently integrated into corporate vision. However, such alignment is crucial for ensuring consistency between the employer brand and the company's identity, and for aligning employee experience with the values being communicated.

The report also reveals that nearly 90% of CEOs consider managing the impact of emerging technologies on the workforce to be strategically important for the future of their companies. In the era of digital transformation, organizations must not only adopt new technologies but also attract digitally skilled talent. Achieving this requires more than competitive compensation—it necessitates a strong employer brand that reflects the company's innovative identity. To attract digital talent, organizations must integrate elements such as flexible work models, continuous learning opportunities, and creative autonomy into their employer branding strategies.

Moreover, more than 70% of CEOs acknowledge the need to transform their corporate cultures, though they admit this process is complex and time-consuming. This statement highlights the direct relationship between employer branding and workplace culture. Without a positive organizational culture, building a sustainable employer brand is not possible. Employees shape their loyalty to the brand through their experiences of the organization's internal environment. Therefore, cultural transformation becomes a prerequisite for the success of employer branding.

Perhaps one of the most striking findings is that only 25% of CEOs believe their leadership teams are competent in workforce management. This underscores that employer branding is not merely a communication strategy but also an integrated domain involving leadership development and organizational capacity building. Effective leaders embody the brand's promise, inspire employees, and represent the values of the organization. Therefore, leadership development programs are a critical success factor in employer branding efforts.

In conclusion, PwC's CEO Survey shows that employer branding has become a strategic priority in Turkey, but its implementation has yet to be fully integrated into corporate governance mechanisms. The human capital challenges highlighted in the report demonstrate that employer branding must be more than a branding initiative—it must evolve into a comprehensive transformation strategy grounded in organizational leadership and cultural change.

Employer branding should therefore be seen as a shared responsibility—from the CEO to front-line managers—and must be fully integrated into the company’s long-term vision as one of the core elements of sustainable human capital management. As Michington and Thorne (2007) point out, every organization has an employer brand, whether they manage it intentionally or not. This brand broadcasts a message 24/7/365 through its internal dynamics, employee relations, leadership style, and cultural structure. Thus, employer branding acts as a silent yet continuous carrier of organizational identity.

Employer branding plays a central role in shaping how a company is perceived in the labor market and in deepening its relationship with current and potential employees. Even organizations that do not consciously manage their brand still project an employer image through factors such as employee experience, leadership practices, career opportunities, internal justice, and organizational culture. Therefore, effective employer brand management is essential to maintaining long-term corporate reputation.

At the heart of employer branding lies the concept of Employee Value Proposition (EVP), which encompasses the total value an organization offers its employees. This includes not only salary and benefits, but also development opportunities, psychological satisfaction, meaningful work, and support for individual achievement. Companies must ensure that the EVP is not just part of external communication but is also reflected at every touchpoint of the employee experience. When EVP and experience align, the result is enhanced engagement and loyalty. Conversely, a gap between promises and reality leads to disengagement, burnout, and high turnover.

A positive employee experience directly impacts engagement. Engaged employees are more motivated, contribute to organizational goals, and foster positive workplace relationships. Over time, this engagement improves overall productivity and financial performance. Engaged employees not only fulfill their job roles but also become ambassadors of the brand—strengthening both internal communication and external reputation.

Research indicates that organizations with high levels of employee engagement demonstrate positive trends in customer satisfaction, financial growth, and reduced turnover. In this respect, employer branding is not just an internal HR practice but a strategic lever for external performance as well.

Wilden et al. (2010) emphasize that one of the core goals of employer branding is to position the company as an ideal place to work in the eyes of potential employees. This positioning cannot rely solely on external promotional activities; it must be reinforced through the consistent and authentic communication of internal experiences. Otherwise, inconsistencies between public messaging (e.g., on corporate websites or social media) and actual employee experiences will undermine the credibility and appeal of the brand.

Employer branding projects offer an opportunity for companies to assess their current state. Through these initiatives, organizations can evaluate their corporate culture, leadership style, and structural dynamics more systematically. This process helps determine the gap between where the company is and where it wants to be. Addressing this gap supports the development of strategic plans and the improvement of HR practices.

Tonic's (2013) case study on Mars illustrates this point well. After implementing a global EVP project, the company saw measurable improvements: reduced time-to-hire, lower recruitment costs, and higher employee engagement. The Mars example demonstrates that employer branding is not merely theoretical—it is a practical tool that has a direct impact on corporate performance.

Davies (2008) argues that effective employer brand positioning is key to winning the “war for talent,” which has become one of the most critical challenges in contemporary management. The concept of the war for talent suggests that companies now compete not only through the quality of their products or services but also through the strength of their human capital. Talented employees are not just seeking job security—they want flexibility, learning opportunities, meaningful work, and alignment with ethical values. As such, employer branding is essential not only for recruitment but also for long-term employee engagement and organizational sustainability.

Guillot-Soulez (2011) divides the benefits that companies offer to employees within the scope of employer branding into five main categories: **functional**, **economic**, **psychological**, **instrumental**, and **symbolic** benefits.

- *Functional benefits* are related to job definition, clarity, and professional roles.
- *Economic benefits* include salary, bonuses, and social benefits.

- *Psychological benefits* cover aspects such as feeling valued, a sense of belonging, recognition, and finding meaning in one's work.
- *Instrumental benefits* refer to tangible elements such as the working environment, equipment, and technical infrastructure.
- *Symbolic benefits* include the company's reputation, social responsibility initiatives, and brand prestige.

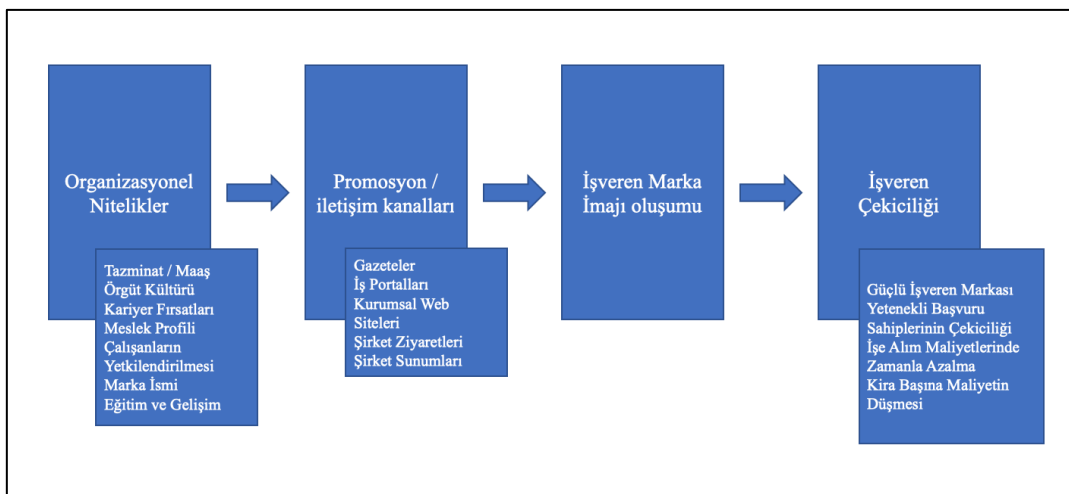
This classification clearly shows that employer branding should not focus solely on economic benefits, but also appeal to emotional, social, and cultural dimensions. Younger generations, particularly Gen Z and Gen Y, tend to prioritize symbolic and psychological benefits. They want the company they work for to align with their personal values and contribute positively to society.

Today, employer branding is not only a tool for attracting employees, but also a means of retaining them, increasing their performance, and building corporate reputation to ensure long-term organizational sustainability. Therefore, companies must embed employer branding awareness not only in communication efforts but throughout the entire organization—integrating it with leadership strategies and ensuring alignment with the overall employee experience.

2.4 Employer Branding Processes

Figure 2.2: The Employer Branding Process

Source: Leekha Chhabra & Sharma, 2014



Translation: Yavuz Borazan, 2025

Today, employer branding has moved beyond being merely an HR practice and has become a critical strategic asset in helping companies achieve their long-term goals. Particularly in the digital age—where transparency, easy access to information, and generational differences in employee expectations prevail—it is evident that offering only competitive salaries or job titles is no longer sufficient. Employer branding shapes the perception an organization holds in the eyes of its employees, conveys internal attributes to the external world, and acts as an integrated system that attracts and retains talent on the path to achieving strategic objectives.

One of the studies that systematizes this holistic approach is by Leekha Chhabra and Sharma (2014). The researchers conceptualized the employer brand formation process in four stages. According to them, this process begins within the organizational structure, is supported through communication tools, evolves into a brand image, and ultimately influences the company's attractiveness in the labor market. Their model suggests that employer branding is not a coincidence but rather the result of a structured and managerial strategy.

Stage 1: Identification of Organizational Attributes

The first step in the process involves analyzing the organization's unique characteristics, strengths, cultural structure, and employee experiences. A strong employer brand cannot be built unless the organization's internal dynamics and values are clearly defined. The mission, vision, and values must not only exist as external declarations but also be genuinely experienced by employees.

Some key elements identified at this stage include:

- **Compensation and Salary Policies:** Developing a competitive and fair salary strategy aligned with industry standards fosters a sense of trust among candidates and employees.
- **Cultural Structure and Workplace Climate:** Elements such as openness, trust, diversity, inclusion, and work-life balance play a vital role in building emotional connection with the organization.
- **Career Opportunities and Development Processes:** Structures like promotions, job rotation, training programs, and mentorship initiatives contribute to long-term employee commitment.

- **Communication Style and Management Approach:** Transparent and two-way internal communication, along with employee participation in decision-making, strengthens psychological safety.
- **Organizational Mission, Purpose, and Meaning of Work:** Especially for younger generations, meaningful work, societal contribution, and adherence to ethical values are highly preferred.

These organizational attributes form the foundation of any employer branding strategy. Without internal clarity, a consistent and credible external brand message cannot be delivered. Therefore, trying to manage external perception without first aligning the internal reality risks creating an inauthentic brand image and undermines credibility.

Stage 2: Utilization of Promotion and Communication Channels

The second stage involves effectively communicating these organizational attributes to the target audience—including potential candidates, current employees, and the general public. This is done through both digital and traditional channels. The most critical aspect at this point is the consistency between the communicated message and the actual employee experience. A gap between promise and reality leads to loss of trust.

Key communication channels include:

- Corporate websites and career portals
- Social media platforms (LinkedIn, Instagram, X, YouTube)
- University events and career fairs
- Company promotional videos, infographics
- Employee experience stories, vlogs, blog content
- Printed materials, magazines, and brochures

The main objective here is to communicate the company's EVP (Employee Value Proposition) in an effective, sustainable, and authentic way. Employer branding must be supported not only by marketing but also by internal communication strategies, as engaged employees serve as the most powerful brand ambassadors.

Stage 3: Formation of Employer Brand Image

Following the communication process, the target audience begins to form an image of the organization. This image is shaped not only by the company's messages but also by real-life

experiences—such as the recruitment process, word of mouth, and media narratives. Thus, the employer brand image is built through a multi-channel experience.

Factors influencing employer brand image include:

- Candidate experiences during recruitment and interviews
- Employee comments shared on social media
- Reviews on platforms such as Glassdoor and Indeed
- Perceptions about the company's social responsibility and environmental sensitivity

The key consideration at this stage is minimizing the gap between image and reality. A consistent employer brand image builds trust among potential employees and strengthens the sense of belonging among current ones. Moreover, this image plays a critical role in shaping the company's positioning in the talent marketplace.

Stage 4: Employer Attractiveness and Competitive Advantage

In the final stage, as a result of these structured branding and communication efforts, employer attractiveness emerges. The organization now moves closer to becoming a "preferred employer" in the labor market. Achieving this position not only draws high-quality candidates but also increases the engagement and retention of current employees, indirectly boosting financial performance.

Key outcomes of employer attractiveness include:

- Increase in the number of qualified applications
- More efficient recruitment processes in terms of time and cost
- Faster onboarding and integration of new hires
- Decrease in employee turnover rates
- Rise in the number of employees acting as brand advocates
- Enhanced corporate reputation and media visibility

A strong employer brand does not merely portray the company as a “great place to work”; it also reduces recruitment costs, attracts more candidates with less advertising, minimizes the risk of mis-hires, and boosts organizational performance by increasing employee engagement. Therefore, employer branding projects should be viewed not only as an HR function but as a strategic investment for the entire organization.

The four-stage model proposed by Leekha Chhabra and Sharma offers a systematic and practice-oriented perspective on the formation of employer branding. This model examines each phase—from internal structures to external perceptions, from communication to outcomes—on both theoretical and practical levels. When employer branding is considered within this framework as a function of strategic human resource management, it is positioned not merely as a “communication language” but as a strategic structure that supports corporate sustainability.

Traditionally, branding has long been regarded as a function exclusively related to the marketing of goods and services. In this approach, brands were identified through symbols such as names, logos, slogans, or packaging that influenced consumer purchasing decisions. However, with the acceleration of globalization, the increasing influence of digitalization, and the diversification of employee expectations, branding can no longer be confined to product or service promotion. It has evolved into a multi-faceted and strategic construct.

Branding has become a multidisciplinary concept, situated at the intersection of marketing, corporate communication, organizational behavior, strategic management, and human resources. This transformation has led branding activities to focus not only on consumers but also on an organization’s internal dynamics, its employees, and its corporate culture. Hence, the target audience of branding now extends beyond external customers to include current and potential employees, business partners, suppliers, and society at large.

One of the subfields that has emerged from this broader scope is *employer branding*—a type of branding that focuses on how an organization is perceived as an employer and manages the value proposition it offers to potential candidates and employees. Similar to product branding, the primary objective of employer branding is to be chosen; however, in this context, the chooser is not the customer but the employee. Employer branding aims to enhance the attractiveness of a company as a place to work. While employer branding and product branding share structural similarities, they differ significantly in terms of their target audience, focal points, and metrics for success.

While product branding seeks to influence consumer preference, employer branding aims to be preferred by current and potential employees. For example, a consumer reading positive reviews about a coffee machine online may be more inclined to buy it. Similarly, a prospective employee who reads a favorable review about a company on LinkedIn may be more inclined to

apply for a job there. Therefore, just as customer experience is critical to product branding, employee experience plays a pivotal role in employer branding.

Edwards (2010) emphasizes that one of the strongest components of employer branding is employee experience. According to him, unless organizations strategically manage the experiences of their employees, they cannot build a strong employer brand. This is because employer brand perception is not solely shaped by how a company presents itself, but by how employees transform this presentation into lived reality. Thus, organizations' EVP (Employee Value Proposition) strategies must go beyond mere promises and be reflected in the daily work experience. When there is a disconnect between actual experience and communication, brand credibility is compromised, and employee engagement diminishes.

In recent years, employee experience has become a core priority in human resources management. This concept encompasses all interactions an employee has from the recruitment process to the point of exit. Employee experience involves not only physical aspects such as office design and ergonomic furniture but also deeper elements such as relationships with supervisors, career development opportunities, reward systems, internal communication quality, and psychological safety.

McLeod and Waldman (2011) argue that the impact of employee experience on employer branding manifests at every stage of the employee lifecycle. This cycle spans from candidate experience to recruitment, onboarding to performance evaluation, training and development to promotion, and even the offboarding process. Each stage can either strengthen or weaken the employer brand. For example, if a candidate has a negative experience during the recruitment process, they may develop an unfavorable view of the company, which could affect not only their personal perception but also the company's broader reputation through word-of-mouth. Likewise, internal practices such as unfair performance evaluations or inadequate career development opportunities can diminish employee satisfaction and harm the employer brand.

Thus, employee experience is not merely an internal operational process; it is the “glass storefront” through which the company is viewed externally. Positive experiences shared from within the organization reinforce employer brand loyalty. In such cases, employees become natural brand ambassadors. Research shows that companies recommended by their own employees receive more applications and experience lower turnover rates—clear evidence of employer branding's direct impact on organizational performance.

Moreover, the influence of employee experience on employer branding extends beyond engagement; it also shapes organizational innovation, productivity, and creativity. An employee who has a positive and meaningful experience does more than just fulfill their duties—they also demonstrate behaviors such as generating innovative solutions, supporting team members, and resolving conflicts constructively. This directly enhances organizational competitiveness.

Today, organizations aim not only to attract more applicants but also to attract the right candidates and retain them. At the core of such strategic employer branding initiatives lies the creation of a consistent and positive employee experience. Organizations that fail to deliver this experience will suffer credibility losses due to internal inconsistencies—no matter how strong their external communication strategies may be—and will be unable to sustain their brand value.

Branding is no longer solely about making products desirable; it has evolved into a multifaceted process that transforms companies into "employers of choice." While the focus of product branding is customer experience, the cornerstone of employer branding is employee experience. As Edwards (2010) and McLeod and Waldman (2011) emphasize, every stage of the employee journey shapes the perception of the employer brand and contributes directly to the organization's capacity to achieve its strategic goals. In this context, employer branding should not be seen merely as a communication or HR project, but as one of the core pillars of corporate identity and sustainability.

2.5 Dimensions of Employer Branding

Employer branding is not only a communication strategy; it is a multidimensional experience space shaped by the total value proposition offered to employees. Various dimensional models have been developed in the literature, illustrating that employer branding is not merely an external appearance or promise but a comprehensive structure encompassing functional, psychological, and value-based components.

In this regard, the model proposed by Ronda, Valor, and Abril (2018) analyzes employer branding through three core dimensions: employer attributes, the functional dimension, and the psychological dimension. This model demonstrates that employer branding addresses both the rational expectations of employees related to work and their emotional and identity-based needs.

2.5.1 Employer Attributes

Employer attributes refer to the core characteristics that shape how an organization is perceived in the labor market. This dimension represents the sum of the economic and functional benefits offered by the company. According to Ronda and colleagues, these attributes often form the first impression that potential employees develop about the organization. Tangible elements such as compensation policies, bonus systems, social benefits, flexible working hours, fringe benefits, job security, health insurance, and retirement plans are included within this scope.

Employer attributes play a decisive role in determining whether an organization can become a “preferred employer,” especially in highly competitive sectors. Potential candidates frequently evaluate companies based on these features before applying. For instance, a tech company offering high salaries and generous fringe benefits may stand out positively among its competitors. However, these attributes should not merely function as outward-facing “attraction tools”; they must also be backed by internal consistency. Employees’ authentic experience of these attributes directly impacts the credibility of the employer brand.

Moreover, the employer attributes dimension is closely linked to operational-level practices such as the physical work environment, digital infrastructure, office ergonomics, and technological support. These features are particularly critical for younger generations, such as Generation Z, who are highly tech-savvy, efficient, and place high value on workplace comfort.

2.5.2 Functional Dimension

The functional dimension encompasses the organization’s contributions to employees in terms of career development, skill acquisition, learning opportunities, and personal growth. This dimension emphasizes that a job is not only about the present but also about shaping the employee’s future.

Functional benefits generally include:

- Training and development programs
- Leadership development opportunities
- Competency-building initiatives
- Mentorship and coaching practices
- Transparent and fair promotion systems

- International rotations and job exchange programs
- Project-based roles and cross-functional working environments

This dimension is particularly significant for career-oriented individuals. Employees today seek more than just salaries—they desire environments where they can grow and advance professionally. In fact, many employees prefer working at organizations that offer richer development opportunities, even if it means accepting a lower salary. This highlights the need for employer branding strategies to go beyond compensation and incorporate strong career architecture.

The functional dimension is also about how organizations invest in their people. Such investments foster a sense of being valued, which in turn strengthens employees' emotional connection with the company. Functionally supported employees are more likely to perform at high levels, remain with the company longer, and serve as ambassadors of the employer brand.

2.5.3 Psychological Dimension

The psychological dimension is one of the most intangible yet powerful aspects of employer branding. It encompasses emotional elements such as job satisfaction, sense of belonging, organizational identification, and motivation derived from meaningful work. Key concepts such as organizational culture, leadership style, perceived fairness, recognition, respect, collegiality, and psychological safety are examined under this category.

The core of this dimension is shaped by “how employees feel.” Do they feel valued in their workplace? Are their opinions acknowledged? Are they appreciated by their leaders? Do they feel a sense of belonging? For an employer brand to be strong, the answers to these questions must be positive.

The psychological dimension plays a critical role in the sustainability of employer branding. While financial rewards may become routine over time and functional benefits may fluctuate throughout different career stages, emotional attachment is what keeps employees committed for the long term. Therefore, companies should invest in initiatives that foster psychological well-being—such as trust-based leadership, empathetic governance, and flexible work models.

Research shows that employees who perceive high psychological benefit exhibit greater intrinsic motivation and display more creativity and problem-solving behavior. This directly

enhances the organization's capacity for innovation and adaptability. A psychologically enriched employer brand strengthens not only external perception but also internal productivity.

The three-dimensional model of employer branding developed by Ronda, Valor, and Abril (2018) underscores the need for organizations to build employer brands not just based on visual aesthetics but on internal structure, employee experience, and emotional connection. An employer brand is not merely a slogan or a stylish careers page—it is the cumulative perception of employees' daily lived experiences.

In this context:

- **Employer attributes** influence the **application process**,
- The **functional dimension** shapes **employee retention**,
- The **psychological dimension** drives **loyalty and performance**.

A successful employer brand can only be established by organizations that manage all three dimensions in balance. Organizations that offer only high salaries without providing development opportunities, or that support growth without cultivating emotional loyalty, cannot build sustainable employer brands.

Therefore, employer branding initiatives must be approached as strategic structures jointly implemented by HR, leadership, and communication functions in an integrated and synchronous manner.

2.6 The Impact of Employer Branding on Employee Experience

Employer branding today stands at the intersection of human resource management and corporate strategy. It is no longer just a tool to attract potential employees but is also a strategic factor that directly affects current employees' satisfaction, motivation, and commitment to the organization. The strength and effectiveness of employer branding depend not only on creating an external employer image but also on building a sustainable internal employee experience.

In this context, the relationship between employer branding and employee experience is not shaped by superficial marketing language alone. It is directly influenced by the organization's cultural infrastructure, leadership philosophy, managerial practices, and day-to-day operations.

2.6.1 Conceptual Link Between Employer Branding and Employee Experience

Employee experience refers to the entirety of cognitive, emotional, and behavioral interactions an employee has with the organization, from recruitment to offboarding. Key elements of this experience include perceptions about the job, trust in the organization, sense of belonging, and opportunities for development (Morgan, 2017). *Employer branding*, on the other hand, is the overarching identity that shapes how these experiences are interpreted at the perceptual level. In other words, employee experience can be seen as the internal expression of the employer brand. A positive employee experience is an indicator of a strong employer brand, whereas a poor employee experience threatens the credibility of that brand.

Accordingly, the relationship between employer branding and employee experience is bidirectional. On one hand, employer branding shapes employees' perceptions of the company; on the other, the real experiences of employees reinforce or undermine the continuity and credibility of the brand. Especially in today's digital environment, comments shared by employees on social media, career platforms (e.g., Glassdoor, Indeed), or professional networks directly influence the external perception of the employer brand. Thus, employer branding should not be approached solely as an external communication effort, but should be integrated with strategies that design and manage the employee experience.

2.6.2 Effects on Emotional Commitment and Organizational Identification

One of the most prominent impacts of employer branding on employee experience is its ability to enhance *emotional commitment*. Emotional commitment refers to an employee's sincere desire to remain with the organization, to identify with it, and to perceive its success as their own. This type of commitment cannot be explained merely through financial motivations; instead, it is closely linked to psychological safety, alignment of values, and meaningful work.

A positive perception of the employer brand enables employees to feel valued. For example, an organization's involvement in social responsibility initiatives reinforces the sense of being part of an ethical structure. Likewise, if the employer brand's Employee Value Proposition (EVP) addresses not only compensation but also development, recognition, flexibility, and trust, employee engagement increases. Numerous studies have shown that organizations with strong employer brands score higher in employee engagement (Backhaus & Tikoo, 2004; Maxwell & Knox, 2009).

Organizational identification refers to the extent to which employees integrate their personal identity with that of the organization. When an employee begins to say, “I am part of this company,” they develop brand loyalty, exhibit extra-role behaviors, and take ownership of the organization’s outward-facing image. The internalization of a positive employer brand lays the foundation for such identification. Especially when there is consistency between employer branding and corporate values, employees tend to form stronger bonds with the organization and develop long-term loyalty.

2.6.3 Dimensions Shaping Employee Experience

To understand how employer branding influences employee experience, it is necessary to explore the fundamental dimensions that constitute that experience. While the literature classifies these dimensions in various ways, they can generally be grouped under the following categories:

- **Physical Experience:** Office environment, ergonomics, digital infrastructure, working conditions
- **Cultural Experience:** Leadership approach, level of collaboration, inclusivity
- **Technological Experience:** Systems used, technological support, infrastructure for digital transformation
- **Emotional Experience:** Recognition, meaningful work, respect for individuality
- **Career Experience:** Development opportunities, learning paths, promotion systems
- **Communication Experience:** Transparency, feedback loops, participatory management

Employer branding plays a decisive role in shaping perceptions related to each of these dimensions. For instance, a company that aims to project a “people-friendly” image but lacks policies such as flexible working hours, remote work support, or mental health programs risks disappointing employees. Such inconsistencies may erode trust over time and reshape the employer brand in a negative way.

2.6.4 The Relationship Between Employer Brand Perception and Experience

It is also important to evaluate the relationship between employer branding and employee experience within specific industry contexts. In service-intensive sectors such as hospitality—

where customer interaction is primarily managed by frontline employees—employee experience plays a critical role in both internal and external customer satisfaction.

Numerous studies in the literature have demonstrated the direct influence of employer branding on employees in the hospitality industry. Given the sector's high employee turnover, elevated stress levels, and customer satisfaction being directly linked to employee behavior, the implementation and outcomes of employer branding strategies are more visibly observable.

For example, a study by Deniz, Arslan, and Örüçü (2021) found that hotel employees' perceptions of employer branding were positively correlated with their levels of emotional commitment. Key elements such as compensation policies, career development, work-life balance, and communication with managers were found to directly impact employee loyalty. Similarly, a study by Yoon and Kim (2017) in South Korea revealed that hotel employees' positive perceptions of the employer brand enhanced customer satisfaction and service quality.

These findings underscore that employee experience is not merely an internal concern but a critical determinant of organizational performance from an external perspective as well. A strong employer brand in the hospitality sector makes frontline employees feel valued, which in turn positively affects customer relationships, complaint management, and service excellence.

2.6.5 Employer Branding, Psychological Contract, and Experience Consistency

The interaction between employee experience and employer branding occurs not only at the physical or organizational levels but also at the psychological level. One of the key concepts in this context is the *psychological contract*. Defined by Rousseau (1995), this term refers to the implicit agreement between an employee's expectations from their employer and what the employer provides in return. A breach of this psychological contract negatively affects the employee experience and undermines trust in the employer brand.

In this regard, *consistency between employer brand promises and actual experience* is a fundamental condition for creating a sustainable employee experience. If an organization defines itself as employee-friendly, innovative, or flexible, employees must be able to feel the truth of these claims in their day-to-day experience. Otherwise, outcomes such as disappointment, feelings of betrayal, and a lack of belonging may emerge. This not only increases employee turnover but also damages the external perception of the employer brand.

2.6.6 Experience-Centered Employer Branding as a Strategic Approach

Considering all these aspects, managing employer branding through the lens of employee experience constitutes a strategic approach that modern organizations must adopt to enhance competitiveness and retain talent. What companies *deliver* is becoming more important than what they *communicate*. Therefore, employer brand managers must be not only communicators but also *experience designers*.

Suggested strategic practices include:

- **Employee journey mapping**
- **Touchpoint analysis**
- **Continuous feedback systems**
- **Employee-centered internal communication strategies**
- **Empathy and psychological safety–based approaches in leadership training**
- **Integration of flexibility, diversity, and meaning into EVP design**

2.7 The Relationship Between Workplace Culture and Employer Branding

In today's business environment, organizations must differentiate themselves not only through the quality of their products and services but also through their internal values and branding strategies that reflect these values externally. In this context, *workplace culture* and *employer branding* stand out as two strategic elements that influence both internal operations and external perceptions of modern organizations. Together, these two constructs form the foundation of an organization's identity, reputation, and attractiveness.

Workplace culture is a collective structure that reflects an organization's behavioral norms, value systems, beliefs, and routines. *Employer branding*, meanwhile, refers to how the organization is perceived by current and potential employees and the general impression of whether the company is an "ideal place to work." The relationship between these two concepts is not linear but dynamic, mutually reinforcing, and transformative. A strong and coherent workplace culture forms the basis of a positive employer brand, while a strong employer brand facilitates the external projection of that culture and contributes to the building of corporate reputation.

2.7.1 Conceptual Foundations

Workplace culture began to receive comprehensive attention in academic literature in the 1980s. Edgar Schein (1992) introduced a three-level model comprising *artifacts*, *espoused values*, and *underlying assumptions*. According to this model, workplace culture includes visible artifacts and behaviors, articulated values, and deeply held shared assumptions. Culture provides a framework that explains not just *how* things work in an organization, but *why* they work that way.

The concept of employer branding emerged in the 1990s, defined by Ambler and Barrow (1996) at the intersection of marketing and human resource management. Employer branding refers to the identity of an organization as perceived by others in its role as an employer and the impressions it creates on potential and existing employees. It is shaped not only by communication efforts but also by the organization's value system, leadership style, employee experience, and strategic orientation.

Mosley (2007) linked the relationship between workplace culture and employer branding to customer experience, emphasizing that these three components do not operate in isolation but instead form an interconnected system. According to him, the quality of customer experience is directly related to the internal employee experience, and the most fundamental determinant of that experience is the organization's cultural structure.

2.7.2 The Impact of Workplace Culture on Employer Branding

Workplace culture plays a critical role in building an employer brand from the inside out. Employees respond not to the values stated in brochures, but to the culture they experience in their day-to-day work. If an organization's stated values are lived out through leadership behaviors, decision-making processes, recognition mechanisms, accountability systems, and team dynamics, employees are more likely to form a strong connection with the organization.

A strong and positive culture is based on trust, openness, respect, transparency, and growth. In such a culture, employees do more than perform tasks—they become advocates of the organization. This enhances the external perception of the employer brand. For example, if a company genuinely implements principles of diversity, equity, and inclusion in its internal culture, these practices can be authentically reflected in external employer brand messaging. In

this case, the employer brand is not merely a communication initiative but a reflection of cultural reality.

On the other hand, when there is a disconnect between culture and employer branding, employees quickly perceive this inconsistency. For instance, if a company promotes itself externally as having an “innovative culture” but internally dismisses new ideas, employees may experience disappointment, distrust, and disengagement. This, in turn, negatively affects both employee experience and the credibility of the employer brand.

2.7.3 Dimensions of Workplace Culture and Its Alignment with Employer Branding

To understand the influence of workplace culture on employer branding, it is essential to examine its key dimensions. Among these are:

- **Power Distance:** The impact of hierarchical structures on employees
- **Individualism vs. Collectivism:** The emphasis on teamwork versus individual performance
- **Risk Tolerance:** Attitudes toward innovation and change
- **Openness in Communication:** Feedback culture, transparency, and knowledge sharing
- **Recognition and Reward Systems:** How success is acknowledged and rewarded
- **Flexibility and Work-Life Balance:** The value placed on employee well-being

When these cultural dimensions are aligned with the core messages of the employer brand, credibility is strengthened. For example, a company that claims to be “open to innovation” but fails to provide space for employee ideas creates a contradiction between its brand promise and cultural reality.

Workplace culture is also shaped by the behaviors of leaders, who serve as carriers of the employer brand. Leaders not only represent organizational values but also embody the brand promise in practice. Employees often infer organizational character through the behavior of their managers. Therefore, the success of employer branding initiatives depends on leadership development programs being designed in alignment with the organization’s cultural framework.

2.7.4 The Relationship Between Employee Experience, Culture, and Branding

The relationship between workplace culture and employer branding is most tangibly observed through the lens of *employee experience*. This experience reflects how culture is lived on an individual level and how it contributes to brand perception. If employees can sense the organization's values in their daily work, trust in the employer brand is enhanced. If not, a disconnect emerges between culture and branding.

Global consulting firms such as Gallup, Deloitte, and PwC have demonstrated a strong correlation between employee experience and employer branding. Their studies reveal that highly engaged employees are significantly more likely to recommend their employer to others—contributing positively to external brand perception.

2.7.5 The Impact of Cultural Fit on Recruitment and Retention

Employer branding is not only about attracting potential candidates but also about successfully integrating them into the organization. For this integration to be effective, *cultural fit* is a critical factor. Considering cultural fit in recruitment processes enhances hiring efficiency and eases the adaptation of new employees.

Employees who align with organizational culture adapt more quickly, have lower turnover rates, and are more likely to support the brand voluntarily. Therefore, successful employer branding projects involve structured selection processes that assess not only candidate competencies but also their alignment with organizational culture.

2.8 Employer Brand Perception and Organizational Identification

In contemporary organizations, human capital is not merely a production input but a core asset that creates competitive advantage, shapes corporate reputation, and embodies organizational culture. Accordingly, employees' psychological relationships with their organizations—particularly concepts such as belonging, engagement, and identification—are gaining increasing importance in management and HR literature. In this framework, the relationship between *employer brand perception* and *organizational identification* plays a key role in understanding employee attitudes and behaviors.

2.8.1 The Concept of Organizational Identification

Organizational identification refers to employees seeing themselves as part of the organization and acting with a “we” consciousness in their relationship with it. This concept involves the integration of personal identity with the identity of the organization and perceiving the organization as an extension of oneself (Ashforth & Mael, 1989). Identification influences not only the willingness to remain in the workplace but also the adoption of organizational values, contribution to corporate goals, and engagement in behaviors that represent the organization.

A high level of organizational identification is associated with positive outcomes such as high performance, voluntary participation, cooperation, loyalty, and low absenteeism (Dutton, Dukerich & Harquail, 1994). It is closely related to psychological attitudes like employee engagement, job satisfaction, and motivation. Within this context, *employer brand perception* can be considered one of the key starting points of the identification process.

2.8.2 Employer Brand Perception: Definition and Components

Employer brand perception encompasses the general impressions employees form about their organization as an employer. This perception is shaped not only by external communications but also by employees’ daily experiences. Perceiving a company as “innovative,” “employee-friendly,” “trustworthy,” or “growth-oriented” positively contributes to its employer brand.

Backhaus and Tikoo (2004) identified three main components of employer branding:

- **Functional benefits** (e.g., salary, career opportunities)
- **Economic benefits** (e.g., fringe benefits, job security)
- **Psychological benefits** (e.g., prestige, trust, belonging)

These components influence how employees perceive their organization and directly affect the quality of their emotional connection to it.

2.8.3 Theoretical Link Between Employer Brand Perception and Identification

Social identity theory (Tajfel & Turner, 1979) suggests that individuals define themselves by identifying with the social groups to which they belong. When employees perceive their organization as prestigious, ethically sound, reputable, and powerful, their likelihood of

identifying with it increases. Conversely, if employer brand perception is weak, inconsistent, or negative, emotional attachment to the organization becomes difficult.

Employees with a strong employer brand perception are more likely to identify with their organization. These individuals appreciate the value their organization brings to them and perceive the company's values and goals as aligned with their own. The identification process not only increases corporate loyalty but also strengthens the employee's sense of responsibility and motivation.

In this context, a study by Kalafatoğlu and Erat (2017) revealed a significant positive relationship between employer brand perception and organizational identification. Their findings show that how employees perceive their employer directly affects the degree to which they identify with the organization. Key factors such as perceived fairness, leadership support, development opportunities, and corporate prestige were found to reinforce this relationship.

2.8.4 Perception, Experience, and Consistency

Employer brand perception is shaped not only by how the organization presents itself but also by how well this image aligns with employees' actual experiences within the organization. For instance, if a company promotes itself externally as "employee-friendly" while maintaining a toxic leadership culture internally, employees will detect this contradiction, leading to an erosion of trust in the brand. This inconsistency can significantly weaken organizational identification.

Therefore, for employer brand perception to be positive and sustainable, there must be a strong *consistency* between employee experience and communication language. When this alignment is achieved, employees are more likely to genuinely embrace their organization and see it as an extension of their own identity.

2.8.5 Outcomes of Organizational Identification and Its Connection to Employer Branding

When employer brand perception enhances organizational identification, it results in several positive organizational outcomes:

- **Employee Engagement:** Highly identified employees are more willing to invest effort in the organization's success.
- **Intrinsic Motivation:** Feeling proud to work for a prestigious employer increases employees' enthusiasm toward their roles.
- **Organizational Citizenship Behavior (OCB):** Identification leads to voluntary actions that go beyond job requirements, including supporting others.
- **Low Turnover Rates:** Employees who strongly identify with the organization are less likely to leave.
- **Positive Word-of-Mouth:** Employees who perceive a strong employer brand and feel a sense of identification often become natural ambassadors of the brand.

These outcomes are valuable not only from an HR performance perspective but also in terms of long-term organizational success and reputation management.

2.8.6 Sectoral Applications and Academic Evidence

In service industries in particular, employees' identification with the brand directly affects customer experience. In sectors like banking, aviation, healthcare, and tourism—where customer interaction is managed directly by employees—alignment with corporate values visibly shapes the brand's external representation. Thus, a strong employer brand perception is crucial not only for internal satisfaction but also for customer satisfaction.

A study by Lee et al. (2015) found a strong correlation between hotel employees' employer brand perceptions and their levels of organizational identification. Similarly, Moroko and Uncles (2008) argued that how employees perceive their employers is directly linked to the organization's external reputation. Such findings indicate that employer branding affects not only recruitment but also internal culture and organizational psychology.

2.8.7 Leadership, Trust, and Employer Brand Perception

Another key factor influencing the relationship between employer brand perception and organizational identification is *leadership*. Employees' trust in their managers directly affects the quality of their connection to the organization. In environments where trust is present, employer brand perception tends to be more positive, thereby reinforcing identification. Leaders are not merely goal-setters; they are carriers of the brand. Therefore, effective employer

branding strategies require training leaders, promoting empathetic leadership, and fostering open communication cultures.

2.9 Employer Branding and Affective Commitment

In recent years, employer branding has emerged as more than just a corporate identity tool—it has become a strategic component directly linked to key outcomes such as employee engagement, motivation, loyalty, and performance. While employer branding defines how an organization is perceived by current and potential employees, growing academic and practical interest is being directed at understanding how this perception affects employees' emotional bonds with their organizations.

Thus, the relationship between employer branding and *affective commitment* is increasingly seen as a vital area of inquiry from both academic and corporate perspectives.

2.9.1 The Concept of Affective Commitment

Commitment is frequently used to describe the psychological relationship between employees and their organizations. According to Allen and Meyer's (1991) three-component model of organizational commitment, commitment consists of:

1. **Affective commitment**
2. **Continuance commitment**
3. **Normative commitment**

Of these, affective commitment is most emphasized and is the component most strongly linked to organizational performance.

Affective commitment reflects an employee's sense of belonging, pride, satisfaction, and ownership toward the organization. An affectively committed employee internalizes the organization's goals and values, views its success as a personal objective, and contributes voluntarily. This type of commitment not only reduces turnover intentions but also leads to outcomes such as high performance, creative thinking, positive behaviors, and internal collaboration (Meyer & Allen, 1997).

2.9.2 The Psychological Domain of Employer Branding

Employer branding is a multidimensional concept encompassing the full spectrum of psychological effects an organization has on its employees and candidates. Ambler and Barrow (1996) defined employer branding as the sum of functional, economic, and psychological benefits offered to current and potential employees. Of these, psychological benefits play a particularly decisive role in fostering *affective commitment*. These include organizational prestige, recognition, a sense of value, trust, career development opportunities, and perceptions of fair management.

Employer branding is directly related to how valued and secure employees feel within the organization. Especially sentiments like “the company values me,” “cares about my development,” and “listens to me” enhance emotional attachment to the organization. Accordingly, the value proposition offered through employer branding (EVP – Employee Value Proposition) affects not only the recruitment process but also how employees perceive all subsequent workplace experiences.

2.9.3 Theoretical Relationship Between Employer Branding and Affective Commitment

Several theoretical frameworks argue for a direct relationship between employer branding and affective commitment. *Social exchange theory* (Blau, 1964) is frequently cited in this context. According to this theory, individuals operate in social relationships based on mutual benefit. When employees feel they receive not only material rewards but also psychological and social value from their employer, they are inclined to reciprocate. The prestige, trust, recognition, and growth opportunities conveyed through employer branding stimulate emotional commitment.

Similarly, *perceived organizational support theory* (Eisenberger et al., 1986) offers additional explanatory power. This theory posits that when employees perceive their organization as supportive and caring, they are more likely to develop stronger loyalty and commitment. A company with a strong employer brand signals that it values its employees, prioritizes their well-being, and invests in their development—consequently increasing affective commitment.

2.9.4 Empirical Research Findings

Numerous recent empirical studies have found a significant and positive relationship between employer brand perception and affective commitment. Research conducted particularly in the service sector shows that this relationship leads to tangible outcomes.

For instance, a study by Kalafatoğlu and Erat (2017) on employees in the hospitality industry examined how employer brand perceptions influence affective commitment. Their findings indicated that the stronger the perceived social and psychological benefits of the employer, the higher the employees' organizational identification and emotional commitment.

Similarly, Tanwar and Prasad (2016) found a positive correlation between various employer branding components (e.g., work environment, career opportunities, leadership style, company reputation) and affective commitment among Indian employees. They argued that employer branding strategies must be restructured to emphasize not only external aesthetics but also internal satisfaction and emotional fulfillment.

2.9.5 The Impact of Employer Branding on Commitment

Since employee behavior directly shapes customer experience, employee commitment holds strategic significance—especially in service sectors such as hospitality, retail, healthcare, and aviation. In these fields, motivation and affective commitment significantly influence the quality of service provided.

In high-stress and shift-based work environments, the psychological safety and support offered through employer branding become primary determinants of emotional attachment. When organizations make employees feel valued, employees reciprocate with greater loyalty and are more likely to form long-term relationships with the company.

2.9.6 Employer Branding Strategies for Strengthening Commitment

To enhance affective commitment, employer branding must go beyond corporate rhetoric and present a consistent and sustainable structure aligned with the employee experience. The following strategic practices are recommended:

- **Updating and Personalizing the EVP:** Develop updated and audience-specific value propositions that reflect what employees truly care about.

- **Strengthening Internal Communication Channels:** Foster transparent, two-way, and open communication so that employees feel heard.
- **Providing Development and Recognition Opportunities:** Offer training, coaching, and career planning, and ensure that achievements are visible and rewarded.
- **Transforming Leadership Approaches:** Position leaders not only as goal drivers but also as supportive facilitators who prioritize employee well-being.
- **Aligning Practices with Corporate Values:** Ensure that externally promoted values are also genuinely practiced internally, reinforcing employee trust and commitment.

Conclusion: Strategic Role of Employer Branding in HR and Organizational Culture

This study has approached the concept of employer branding—which has gained increasing importance in today’s business landscape—from a multidimensional perspective, examining its connections with workplace culture, employee experience, organizational identification, and affective commitment. The main objective has been to demonstrate that employer branding is not merely an outward-facing corporate image but an internal force that shapes the psychological relationships and experiences of employees.

Theoretical frameworks and literature reviewed in this study clearly show that employer branding plays a pivotal role not only in attracting potential talent but also in retaining current employees, enhancing their performance, and strengthening their identification with the organization’s goals. In this regard, employer branding serves as both an *attraction* and a *retention* tool. Employees’ perceptions of their organization directly impact their emotional bonds, loyalty, and sense of belonging.

Notably, affective commitment—as defined in Allen and Meyer’s (1991) three-component model—is the dimension most influenced by employer branding perception. Emotionally committed employees are driven not just by external motivations such as salary or status but by deeper psychological connections. These individuals internalize the success of the organization as a personal goal and demonstrate higher levels of performance. Research and case studies reviewed in this thesis show that organizations with a positive employer brand perception also tend to exhibit higher levels of affective commitment.

Another crucial concept—*organizational identification*—is closely tied to employer branding. Identification involves perceiving oneself as part of the organization, adopting its values, and

integrating them into one's identity. Through the lens of *social identity theory*, it becomes clear that employees are more likely to identify with prestigious, reputable, and ethically grounded organizations. Employer brand perception is a core determinant in this process, as supported by studies such as Kalafatoğlu and Erat (2017).

Additionally, *workplace culture* has emerged as a fundamental element in this study. Rather than being a background factor, organizational culture is the foundation on which employer branding is built. Values, norms, behavioral patterns, and leadership styles all contribute to the authenticity of the brand. A strong workplace culture not only boosts motivation and performance but also shapes external perceptions and enhances employer brand credibility. Mosley's (2007) model highlights the reciprocal relationship between customer experience, workplace culture, and employer branding.

Cultural consistency between workplace realities and branding messages generates positive impacts on the employee experience. If a company presents itself externally as "innovative" or "employee-friendly" but fails to live up to these ideals internally, employees quickly detect the disconnect. Such inconsistencies erode brand perception, weaken affective commitment, and diminish organizational identification.

Therefore, employer branding strategies must be supported not just by communication and marketing tools but by the lived cultural experience, management approach, and leadership mindset. Based on the findings of this thesis, several strategic recommendations have been proposed for managing employer branding effectively:

1. **Employee-Centered Approach:** Focus not only on candidate-facing messaging but also on aligning internal employee experience with external communication.
2. **Cultural Consistency and Leadership Integration:** Ensure coherence between organizational culture and brand, and position leaders as authentic representatives of the employer brand.
3. **Affective Commitment Strategies:** Integrate recognition programs, participation mechanisms, and development plans under the umbrella of the employer brand.
4. **Internal Communication and Feedback Systems:** Establish transparent, participatory communication platforms that enhance the dynamism of the employer brand.
5. **Continuous EVP Renewal:** Periodically update the EVP in line with evolving organizational goals and employee expectations.

In conclusion, employer branding is no longer merely a “recruitment tool”; it is the cornerstone of organizational sustainability, employee well-being, and cultural integrity. Organizations with strong employer brands not only attract top talent but also retain and develop them—creating emotionally resonant, trustworthy, and long-lasting relationships with employees, customers, and partners alike. As such, employer branding should be positioned at the very core of corporate strategy.

CHAPTER 3: METHODOLOGY

3.1 Justification and Method of the Methodology

This study was designed using a *qualitative research method*. Data collection techniques such as observation, interviews, and case study analysis were utilized. The research process aimed to investigate, in a realistic and holistic manner, the perceptions of both potential and current employees regarding employer branding initiatives and the dissemination of the Employee Value Proposition (EVP) within such projects.

Qualitative research can be defined as “a process that employs qualitative data collection techniques such as observation, interviews, and document analysis, and aims to present perceptions and events in a realistic and holistic manner within their natural environment” (Yıldırım & Şimşek, 2008, p. 39). Qualitative research, with its interdisciplinary and holistic approach, seeks to interpret the research problem by examining phenomena and events in context and through the meanings people attribute to them (Altunışık et al., 2010, p. 302). This holistic view makes qualitative research one of the most preferred methodologies in social sciences today (Yıldırım & Şimşek, 2008, p. 39).

In qualitative research, the researcher remains close to the phenomenon under study and may even gain firsthand experience with it, making the interpretations offered by the researcher especially valuable. The researcher’s insights are critical in interpreting and contextualizing collected data, uncovering relationships among findings, establishing cause-and-effect links, drawing conclusions, and explaining the significance of the results (Yıldırım & Şimşek, 2008, p. 238).

As a result, for the purpose of examining the global dissemination of employer branding and the Employee Value Proposition, *qualitative methodology* was deemed the most appropriate research approach.

A set of methods that exhibit a shared logic and components is referred to as a *research paradigm*. However, there are various dimensions by which research activities can be classified. These include the techniques used to collect data (e.g., models, literature reviews, surveys, observations, interviews, experiments, laboratory studies), the methods of data analysis (e.g., statistical analysis, protocol analysis, taxonomy), the purpose of the research (e.g., exploratory,

explanatory, evaluative, hypothesis generation, hypothesis testing), or the nature of the unit of analysis (e.g., individuals, groups, processes) (Meredith et al., 1989).

Meredith and colleagues (1989) proposed a framework for categorizing research paradigms based on two key dimensions. The first is the *rational versus existential* dimension, which concerns the epistemological structure of the research process itself. While rationalism uses formal structures and pure logic as the ultimate measure of truth, existentialism emphasizes knowledge as something constructed through human interaction with the environment.

The second dimension pertains to the *natural versus artificial* origin and type of knowledge used in research. The natural end of the spectrum emphasizes explanations grounded in tangible and objective data, while the artificial end refers to interpretations and reconstructed understandings based on human perception and experience.

The table below summarizes the methodologies used in this study, distributed across appropriate cells based on Meredith et al.'s (1989) classification framework. The findings of the research have been interpreted through a *holistic and interpretive approach*.

Table 3.1: *Framework of Research Methodologies*

Adapted from Meredith et al., 1989; Translated by Borazan, Y. (2019)

		Doğal	Yapay
Akılcı ↑ Varoluşsal		Nesne Gerçekliğinin Doğrudan Gözlemi	İnsanların Nesne Gerçekliği Algıları
			Nesne Realitesinin Yapay Rekonstrüksiyonu
	Aksiyom		.Neden/Mantık/ Teoremler .Normatif Modelleme .Tanımlayıcı Modelleme
	Mantıksal Positivist/ Görgücü	. Alan Çalışmaları . Alan Deneyimleri	. Protipleme . Fiziksel Modelleme . Laboratuar Deneyimi . Simülasyon
	Yorumsal	. Eylem Araştırması . Örnek Olay Araşt.	. Tarihsel Analiz . Delphi . Yoğun Görüşme . Uzman Panelleri . Gelecek / Senaryo
	Kritik Teori		. introspektif Yansıma

3.1.1 Case Study

In this study, the *case study* method was employed as part of the qualitative research approach. A case study involves an in-depth examination of a limited number of events over a defined period, focusing on multiple characteristics. Case units may include individuals, groups, institutions, events, geographical entities, or actions.

In this context, a case study is defined as “a detailed investigation conducted on one or a small number of interrelated subjects.” Through intensive inquiry, comprehensive data are collected about an individual, group, or institution. The study seeks to answer questions such as “what,” “why,” and “how” regarding the selected subject. Data collection tools may include surveys, interviews, observations, and document analysis.

One limitation of the case study method lies in the potential for *researcher bias* and the *generalizability* of findings. Since case studies are context-dependent, extrapolating the results to wider populations can be challenging (Altunışık et al., 2010, pp. 17–46).

3.1.2 Interview

According to Briggs (1986, p. 123), *interviews* are the most widely used data collection method in social science research. This prevalence is attributed to the method’s high effectiveness in accessing individuals’ *experiences, attitudes, opinions, complaints, emotions, and beliefs*. Interviews enable researchers to obtain rich and nuanced data that might otherwise remain inaccessible through other techniques.

Table 3.2: Interview Techniques (Merriam, 2013: 87)

Structured / Standardized	Semi-Structured	Unstructured / Informal
Questions are predetermined.	The interview guide includes semi-structured questions.	Open-ended questions are asked.
The order of questions is predetermined.	Questions are flexible.	Flexible and exploratory in nature.
The interview is a verbal form of a written survey.	Typically gathers specific data from each participant.	More like a conversation.
In qualitative research, demographic variables (age, gender, ethnicity, education, etc.) are always collected.	Most of the interview focuses on clarifying specific questions or issues.	Used when the researcher knows little about the phenomena being studied.
Example: Population surveys, market research.	No predetermined wording or detailed questions.	The aim is to learn how to prepare questions for subsequent interviews.
		Commonly used in ethnography, participant observation, and case studies.

3.1.3 Conceptual Modeling

The *conceptual modeling* method falls under the interpretive paradigm and aligns more closely with an existentialist rather than a rationalist approach. Through this methodology, a mental framework for interpreting uncertain relationships is proposed, allowing the core structure of the employer branding system to be examined within a conceptual framework. Our conceptual modeling relies on taxonomies and categorical structures.

Conceptual modeling is commonly used in social sciences to help understand complex relationships. It adopts an interpretive lens, focusing not on strictly rational and measurable

explanations but on existential and meaning-oriented perspectives. This method helps individuals and institutions articulate their mental representations of a specific phenomenon or situation. The models developed are not mere objective reflections of reality; rather, they are constructed based on the researcher's observations, experiences, and interpretations.

In the context of employer branding, conceptual modeling serves as a powerful tool for understanding the dynamic—and often implicit—relationships between various stakeholders, such as employees, managers, and potential candidates. The aim is to systematically analyze and explain the core components of the employer branding system and the interactions between them. The model includes elements such as organizational culture, leadership style, communication language, employee experiences, and external perception—each considered as part of a holistic system.

The resulting conceptual model not only describes the current situation but also provides insights into future trends, potential developments, and strategic decision points. The process is structured around taxonomies and categorization, which simplifies complex structures and clarifies the conceptual framework of the research. Relationships between concepts may be expressed schematically or verbally, and the model offers both a theoretical explanation and a practical roadmap.

In summary, conceptual modeling plays a critical role in employer branding research, enabling both in-depth understanding and systematic analysis. It allows researchers to move beyond surface-level observations and uncover the underlying structures and meanings that shape employer brand dynamics.

3.2 Data Collection

In this research focusing on employer branding practices and processes, interviews with HR managers were conducted as the primary data collection method. A pre-prepared interview form was used. Since some flexibility in the structure of the questions was allowed based on the flow of the interviews, the study adopted a *semi-structured in-depth interview* design.

The research targeted companies that have successfully implemented employer branding projects in Turkey and around the world. Selected organizations represent a diverse range of sectors and employee demographics. The interviews focused on the following questions:

1. How would you describe your employer branding strategy? (e.g., is it focused on employee engagement, talent attraction, brand image?)
2. What are the core values and principles that define your workplace culture? (e.g., values, norms, working style)
3. How do you assess the impact of your employer brand on employee engagement and motivation?
4. What strategies do you implement to strengthen your organizational culture?
5. What specific initiatives or projects have you undertaken to improve the employee experience?
6. How does employee feedback shape your employer branding strategy?
7. How do you communicate your employer brand to external stakeholders (e.g., potential candidates, partners)?
8. How do you ensure consistency between workplace culture and employer branding?
9. How do you measure the impact of your employer brand on talent attraction and employee engagement?
10. What new projects or strategies are you planning to enhance your employer brand and culture in the near future?

3.3 Industry Sectors Represented in the Data

The interview data were collected from organizations operating in the following industries:

1. Technology
2. Manufacturing (Industrial Production)
3. Finance / Banking
4. Retail
5. Healthcare (Hospitals / Clinics)
6. Logistics
7. Construction
8. Tourism and Hospitality
9. E-Commerce
10. Automotive
11. Aviation and Defense
12. Insurance
13. Telecommunications

- 14. Energy and Renewable Energy
- 15. Pharmaceuticals and Biotechnology
- 16. Transportation and Freight
- 17. Consumer Goods
- 18. Financial Services

CHAPTER 4: ANALYSIS AND EVALUATION OF FINDINGS

Employer branding is a multidimensional concept that determines how an organization is perceived by current and potential employees, and whether it is seen as an “ideal place to work.” Ambler and Barrow (1996) defined employer branding as the value propositions that position an organization as an attractive employer, and how these propositions are communicated externally. Today, this definition has expanded to include not only managing external perception but also shaping the employee experience and organizational culture from within.

4.1 Definition and Scope of Employer Branding

Employer branding refers to the relationship between a company's identity and its reputation as an employer. It encompasses the full range of values offered to employees and potential candidates. These include the work environment, leadership style, career development opportunities, compensation policies, and the overall organizational climate. An effective employer brand enhances the company's attractiveness, draws the attention of qualified talent, and boosts the engagement of existing employees.

The concept is grounded in the notion that companies must build brand value not only for customers but also for employees. In this regard, employer branding is a strategic intersection between marketing and human resource management (Backhaus & Tikoo, 2004).

4.2 Core Components of Employer Branding

Although structured in various ways in the academic literature, employer branding is generally explained through three core components:

1. Employee Experience

Employee experience encompasses all interactions a person has with the organization—from recruitment to offboarding. It includes candidate experience, onboarding,

performance management, development opportunities, work-life balance, interactions with leaders, and exit processes. A positive experience builds an authentic employer brand; a negative one can undermine even the most robust communication efforts. Therefore, organizations must approach employee experience as a strategic and holistic foundation when building their employer brand.

2. Internal and External Perception

An organization's image as an employer is assessed from both internal and external viewpoints. Internal perception refers to how current employees view the company, while external perception is shaped by general opinions in the labor market. Platforms such as Glassdoor, LinkedIn, and Indeed significantly influence these views. Employer branding strategies must simultaneously manage both internal and external perceptions.

3. Employee Value Proposition (EVP)

The EVP articulates what the employer offers to employees and why it should be chosen. It includes compensation, benefits, career development, company culture, flexibility, meaningful work, and a sense of psychological safety. A strong EVP is the foundation of employer branding. When it aligns with employees' real-life experiences, the brand gains credibility. Otherwise, it leads to disappointment and brand erosion.

4.3 Employer Branding Strategies

Employer branding is not merely a perception management process; it is a comprehensive organizational activity that requires long-term strategic planning. An effective employer branding strategy should align with the company's mission, vision, and values, and be communicated sincerely to both internal and external stakeholders. Successful strategies often revolve around the following core areas:

1. Defining the Employee Value Proposition (EVP)

The organization must clearly articulate what it offers to employees. This value proposition should deliver a persuasive and authentic message that explains why individuals should work for the company. The EVP must be tailored to the target audience and internalized across the organization.

2. Communication Strategies

Employer branding is shaped not only by what values are held but also by how those values are communicated. Internal communication mechanisms are as important as

external channels. Corporate websites, career portals, social media, employee stories, and recruitment campaigns are key elements of this strategy.

3. Employee Experience Management

Every touchpoint—from the job application to the first day, from performance evaluations to team collaborations and recognition—should be monitored and continually improved. Surveys, feedback tools, and face-to-face interviews are essential tools for understanding and enhancing employee experience.

4. Digital and Social Media Usage

To attract younger talent, companies must maintain visibility on social media platforms. YouTube employee testimonials, Instagram posts of office events, or mentorship stories on LinkedIn are powerful digital assets supporting employer branding.

5. Continuous Feedback and Improvement

Employer branding is not static. As employee needs evolve, the EVP and communication strategies must also be updated. This ongoing refinement should be guided by employee feedback and internal assessment reports.

4.4 Success Criteria for Employer Branding Strategies

The success of employer branding strategies can be measured using both qualitative and quantitative indicators. The following are among the key performance metrics used to assess impact:

- Recruitment time and quality
- Number of applications and candidate fit rate
- Employee engagement and satisfaction scores
- Turnover rate and average employee tenure
- Employee Net Promoter Score (eNPS)
- Social media engagement rates and brand-related shares

4.5 Organizational Benefits of Employer Branding

A successful employer branding strategy provides multiple organizational advantages:

- **Talent Attraction:** High-potential candidates prefer companies with strong brand reputations.

- **Employee Retention:** When organizational values are authentically reflected in the work environment, employees tend to stay longer.
- **Employer Reputation:** Positive internal experiences translate into a stronger external brand image.
- **Reduced Hiring Costs:** A strong brand lowers the need for costly recruitment ads and increases organic applications.
- **Productivity and Motivation:** Employees who feel valued are more productive, creative, and solution-oriented.

4.6 Strengthening External Communication and Internal Experience in Employer Branding

Employer branding represents an organization's reputation among current and potential employees. At the heart of this reputation lie two critical factors: the quality of external communication strategies and the integrity of internal employee experiences. Ensuring consistency between what is communicated to external stakeholders and what is lived internally is essential for building a strong and sustainable employer brand. Therefore, both external communication and internal experience should be addressed as two interconnected pillars of a unified employer branding strategy.

4.6.1 External Communication: Projecting the Employer Brand

External communication encompasses all messages an organization delivers to the outside world regarding its identity as an employer. These messages span a wide range—from social media content and press releases to job postings and brand campaigns. Backhaus and Tikoo (2004) emphasized that employer branding has both internal and external dimensions, and that external communication strategies directly influence a company's appeal in the labor market.

Through external communication, companies convey not only to potential candidates but also to current employees, investors, media, and the broader public—who they are, what values they uphold, and what kind of workplace culture they offer. In this sense, external communication functions as the public face and corporate showcase of the employer brand. Avery, McKay, and Wilson (2007) further argue that effective external communication is not merely promotional—it is also a *trust-building* process. Trust-based communication strengthens an organization's credibility and positively affects employee engagement.

Key Objectives of External Communication:

1. Enhancing Corporate Image

Clear, consistent, and targeted external messaging shapes how the organization is perceived within its industry and enhances its reputation as an employer.

2. Talent Acquisition

Effective communication via digital platforms, career sites, social media, and employee testimonials increases visibility and leads to a higher volume of high-quality applicants.

3. Fostering Employee Pride and Loyalty

When employees perceive authenticity and consistency in external messaging, it fosters pride and emotional investment in the company.

4. Social Impact and Brand Ambassadorship

Communicating corporate social responsibility initiatives, sustainability practices, and volunteer programs builds a connection with society and strengthens employee belonging.

Strategic Approaches for Effective External Communication:

- **Transparency:** Especially during crises, open communication enhances organizational trust.
- **Consistency:** Brand messages must be coherent across all platforms and over time.
- **Audience Analysis:** Communication channels and content should be tailored to the expectations of different target audiences.
- **Employee Involvement:** Employee-generated content—such as personal stories, blogs, or social media posts—can make them natural ambassadors of the brand.

4.7 Strengthening Internal Experience: Building the Brand from Within

For an employer brand to be strong, the internal experiences of employees are just as vital as external communication. *Internal experiences* refer to the sum of all interactions an employee has with the organization—from job application, onboarding, and orientation to performance management, career development, leadership interaction, work environment, and offboarding (Schein, 2010).

Today's candidates no longer rely solely on corporate communication campaigns when evaluating organizations; they also seek out authentic employee experiences through social

media and employer review platforms. As such, enhancing internal experiences is a key factor in both employee engagement and the external perception of the employer brand.

4.7.1 Common Characteristics of Positive Internal Experience Environments

- Workplaces that provide psychological safety, where making mistakes is seen as a learning opportunity (Edmondson, 1999)
- Leadership and management practices that encourage continuous development
- Reward systems that recognize individual contributions
- Structures dominated by open communication and feedback culture
- Practices focused on employee well-being, flexibility, and work-life balance

Michaels et al. (2001) emphasize that retaining talented employees requires more than just financial rewards—meaningful, growth-oriented, and supportive experiences are essential. In this context, internal experience is the core factor that ensures the permanence and sustainability of the employer brand.

4.7.2 Strategies for Enhancing Internal Experience

1. Employee Feedback

Understanding employees is the first step in improving their experience. Regular feedback surveys, one-on-one meetings, and open office initiatives help amplify employee voices. Edmondson (1999) highlights that environments where employees can express their opinions freely foster innovation and engagement.

2. Training and Development Opportunities

Organizations must create environments where employees can grow their careers, acquire new skills, and fulfill their potential. Noe (2017) notes that systems supporting personal development not only enhance performance but also reduce turnover.

3. Communication and Transparency

A culture of open and transparent communication strengthens employee trust in the organization. Cameron and Quinn (2006), in their typology of organizational cultures, note that transparency reduces hierarchy and increases team cohesion.

4. Employee Well-being Programs

Initiatives like flexible working hours, hybrid models, mental health hotlines, physical

wellness programs, and social events help improve employees' overall quality of life. Harter et al. (2002) found that environments with high employee well-being also report higher levels of performance, satisfaction, and productivity.

5. Recognition and Reward Systems

Gagné and Deci (2005) identify recognition as one of the most critical factors influencing employee motivation. Organizations should not only reward major achievements but also highlight and recognize everyday contributions.

6. Differentiated Offers (Enhancing the EVP)

Kossek et al. (2011) suggest that flexible work models and creative benefits—such as birthday leave or parental support—play a decisive role in employer preference. These offers help organizations stand out and support employee ambassadorship.

4.8 Alignment Between External Communication and Internal Experience

Consistency between external communication strategies and internal experiences strengthens the credibility and effectiveness of the employer brand. If the positive image portrayed externally does not match the internal reality, it leads to disappointment and distrust among employees. This discrepancy can damage brand perception and shorten the tenure of talented employees.

Therefore, for an employer brand to be successful, internal and external strategies must be planned and executed in an integrated manner. Communication strategies that are disconnected from reality and purely marketing-driven can harm brand reputation in the long term.

5.1 Organizational Culture

Organizational culture is recognized as one of the foundational pillars of modern corporate structures. It directly influences multiple disciplines, including organizational behavior, human resource management, leadership, communication, and motivation. Culture is a set of dynamic elements that shapes employees' behavior and the organization's relationship with the external world. It not only explains “how” an organization operates but also determines its sustainability, adaptability to external conditions, and capacity to gain a competitive edge (Schein, 2010).

5.2 Introduction and Conceptual Framework

According to Edgar H. Schein, culture is “a pattern of shared basic assumptions learned by a group as it solves its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members.” This definition emphasizes that organizational culture encompasses not only present behavior but also the transmission of past experiences into the future. It is an unwritten organizational reality expressed through norms, symbols, behavioral patterns, value systems, and corporate rituals.

5.3 Historical Development and Importance of Organizational Culture

The concept of organizational culture began receiving extensive attention in the organizational behavior literature—especially in Western scholarship—starting in the 1980s. In their seminal work *In Search of Excellence* (1982), Tom Peters and Robert Waterman highlighted that one of the distinguishing features of successful companies was a strong and consistent culture. Later, Kotter & Heskett (1992) explained the long-term effects of culture on organizational performance and emphasized cultural alignment as a key driver of strategic success.

Today, organizational culture is considered a structure that affects not only internal cohesion but also external reputation, customer experience, and employer branding. Factors such as employee engagement, hiring effectiveness, leadership development, and the quality of internal communication are directly related to cultural dynamics. In an era defined by talent wars, generational shifts, and digital transformation, organizational culture has become a strategic lever for gaining a competitive advantage.

5.4 Components of Organizational Culture

Organizational culture is a dynamic and multidimensional construct formed by the interaction of multiple elements. Research in organizational psychology, behavioral sciences, leadership theories, and communication studies has identified various components that shape the structure, functioning, and employee behaviors within an organization. These components are detailed in the following sections.

1. Values and Beliefs

Organizational values represent the core principles that form a company’s mission and vision. These values define the organization’s purpose, what it prioritizes, and the kind

of impact it seeks to make. For employees, values serve as a compass. For instance, if a company emphasizes “innovation,” it also expects its employees to be creative, flexible, and open to development.

Kotter and Heskett (1992) emphasized the role of values in organizational success, showing that companies with consistent value systems achieve higher long-term performance. Moreover, values only become meaningful when they are internalized by employees—not simply dictated by top management.

2. Communication Style and Feedback Culture

The form and quality of internal communication play a critical role in shaping organizational culture. Open, transparent, and two-way communication allows employees to express their ideas freely, while hierarchical and authoritarian models may create pressure.

Edmondson (1999) introduced the concept of *psychological safety*, which refers to an environment where employees can share their thoughts without fear of punishment. In psychologically safe organizations, employees are more creative, productive, and engaged. Feedback culture is a fundamental part of this structure. Regular and constructive feedback enhances both individual development and team performance.

3. Work Practices and Organizational Structure

How an organization structures its workflows, makes decisions, and manages processes directly impacts its cultural framework. While some organizations adopt bureaucratic models, others implement agile methodologies with flatter hierarchies. These differences affect employee roles, responsibilities, and communication patterns. Cameron and Quinn (2006) identified four culture types: *Clan (family-oriented)*, *Hierarchy (control-oriented)*, *Market (competition-focused)*, and *Adhocracy (innovation-oriented)*. These typologies shape how organizations operate and accommodate different leadership styles.

4. Employee Relations and Behavioral Norms

The way employees interact, collaborate, resolve conflicts, and engage in group dynamics is among the most visible expressions of organizational culture. Norms such as cooperation, mutual respect, and shared achievement strengthen team cohesion and trust.

Harrison and Carroll (2009) argue that employee relationships are not merely interpersonal but also structurally guided. Team configurations, leadership approaches, and performance systems all influence the quality of these interactions.

5. Leadership and Management Style

Leaders are the most critical actors in shaping and sustaining organizational culture. Their communication, decision-making processes, and alignment with core values determine how culture is practiced.

Schein (2010) emphasized that leaders not only embody culture but also transmit it to new employees, playing a key role in reproducing organizational norms. Leadership development, values-based management, and inspirational leadership are vital for cultural reinforcement.

6. Work Environment and Physical Spaces

Culture manifests not only behaviorally but also spatially. Office layouts—whether open-plan or closed—social areas, desk arrangements, color schemes, lighting, and ergonomics all influence motivation and communication. Oldham and Brass (1979) demonstrated that physical work environments significantly affect employee performance, creativity, and productivity. Such environments also symbolically reflect the organization's value for its employees.

7. Rituals, Symbols, and Meaning-Making

Every company has its own rituals, symbols, and ceremonial practices. These may include corporate breakfasts, anniversary celebrations, award ceremonies, or recurring meetings. These rituals foster a sense of belonging and reinforce cultural norms. Barrett (2006) noted that meaning-making within organizations is essential for employee engagement and organizational loyalty. Symbols, stories, and myths serve as powerful tools to convey values and organizational history.

5.5 Types and Models of Organizational Culture

Although organizational culture develops uniquely in each institution, various models have been proposed in the literature to classify and better understand these cultures. These models are essential for analyzing corporate culture, identifying strengths and weaknesses, and managing transformation processes. Understanding culture types enables organizations to make informed strategic decisions, adopt appropriate leadership styles, and implement effective HR policies.

1. Clan Culture

Within the framework of the *Competing Values Framework* (CVF) developed by Cameron and Quinn (2006), clan culture is characterized by strong interpersonal bonds,

a team-oriented atmosphere, and a collaborative, family-like environment. Leaders act as mentors, interpersonal relationships are strong, and participatory decision-making is common.

Organizations with this culture often demonstrate high levels of employee satisfaction, strong internal communication, and a strong sense of belonging. However, a lack of hierarchical structure may lead to occasional ambiguity. This culture is frequently found in socially responsible institutions, startups, and service industries.

2. Adhocracy Culture (Innovation-Oriented Culture)

Adhocracy culture is defined by flexibility, innovation, and creativity. It encourages experimentation and risk-taking and embraces dynamic systems over rigid structures. Technology-driven companies like Google, Tesla, and Amazon are commonly cited examples.

Leadership in this culture is visionary and entrepreneurial. The constant generation of new ideas, rapid decision-making, and adaptability to market shifts are central features. However, challenges may arise due to limited long-term planning or a lack of institutionalization.

3. Hierarchical Culture (Control-Oriented Culture)

Hierarchical culture is based on structure, order, and strict adherence to rules. Authority flows top-down, roles are clearly defined, and decision-making is centralized. This model is prevalent in government institutions, banks, law firms, and traditional manufacturing companies.

Its strength lies in promoting stability and efficiency. However, rigidity may hinder creativity, and employees may feel constrained. These organizations often face resistance during change management initiatives.

4. Market Culture (Competition-Oriented Culture)

Market culture is built around performance, competition, and results. It is externally focused and outcome-driven. Emphasis is placed on performance metrics and goals. In such organizations, reward systems, performance-based incentives, and strict accountability mechanisms are common.

Leadership is strong and target-oriented. While this culture can boost motivation, it may also reduce team cohesion due to intense individual competition. It is commonly observed in sales departments, consultancy firms, and highly competitive sectors.

5.5.2. The Impact of Organizational Culture on Employer Branding

In today's business world, attracting and retaining talented individuals is vital for sustainable success. Employer branding is not only a marketing strategy for potential candidates, but also the external reflection of an organization's internal cultural structure. In other words, the perception of an employer brand is largely shaped by how culture is experienced and communicated within the organization (Backhaus & Tikoo, 2004).

5.5.2.1. Organizational Culture as the Foundation of Employer Branding

An organization's culture consists of the values, practices, and relationships experienced by employees in daily life. Employees perceive this culture through their relationships with managers, performance evaluations, teamwork, reward systems, and leadership behavior. When the internal culture is positive, employees share their experiences, strengthening the employer brand organically.

5.5.2.2. Literature Findings on Culture and Brand Interaction

Studies on the relationship between culture and employer branding show a positive and significant link between the two. Mosley (2007) emphasizes that when culture and brand align, a strong brand identity is created. Research also suggests that when culture and branding work together, indicators like employee engagement and turnover improve.

According to a Deloitte (2016) study, 82% of employees believe company culture directly affects their engagement, while 76% think it shapes employer brand perception. These findings highlight culture not only as an internal factor, but also a shaper of external perception.

5.5.2.3. Cultural Dimensions Influencing Employer Brand

- **Employee Experience:** Culture determines how employees feel at work. Elements like psychological safety, fairness, appreciation, and inclusion significantly impact experience and brand perception.
- **Internal Brand Ambassadorship:** Satisfied employees voluntarily promote their organizations, boosting employer branding. Supportive and inclusive cultures enhance this.

- **Feedback and Participation:** A feedback-oriented culture helps employees feel heard, fostering loyalty and positive external communication.
- **Justice and Equality:** When fairness prevails, trust increases—critical for sustaining a strong brand image.

5.5.2.4. The Negative Effects of Cultural Breakdown

A toxic culture can damage an employer brand just as quickly. Perceptions of injustice, bullying, discrimination, and favoritism can spread through social media and employer review platforms, significantly harming brand perception.

For example, during Travis Kalanick’s tenure, negative media coverage about Uber’s culture (e.g., gender discrimination, toxic leadership) damaged the company’s employer brand and public reputation.

5.5.2.5. Cultural Elements that Strengthen Employer Branding

1. Trust and Transparency

Open communication builds trust—a key driver of employer branding.

2. Participative Leadership

Empowering employees to share ideas enhances motivation and loyalty.

3. Meaningful Work

Alignment between corporate mission and employee values fosters deeper engagement.

4. Diversity and Inclusion

Valuing different identities and perspectives strengthens both internal culture and external perception.

5. Social Responsibility

Sensitivity to environmental and societal issues builds a positive image with all stakeholders.

5.5.2.6. Strategic Alignment: Cultural Reality and EVP

The Employee Value Proposition (EVP) must align with the actual organizational culture. If a company claims to offer an “inclusive workplace” but practices discrimination internally, trust is eroded. Therefore, culture should form the foundation of EVP, and EVP should authentically reflect the culture (Rosethorn, 2009).

5.6. Why Employer Branding Projects Fail

Many companies begin employer branding projects with enthusiasm. They conduct extensive research, define ambitious EVP statements, and launch colorful campaigns. However, over time, the expected results fail to materialize: new talent is not drawn in, turnover remains high, and employee engagement scores stay flat. When employees are asked about the EVP presented during the launch, few can recall it.

Our work with hundreds of companies over the past 15 years has identified three key reasons why employer branding initiatives often fail. These issues may vary by organization, but they fall under three main themes. What are these problems? Let's take a closer look.

• Issue 1: Accurate Analysis

At the core of employer branding projects lies understanding corporate culture. In other words, it is essential to analyze the organizational culture and identify the most critical aspects that distinguish the company as an employer. These critical aspects include both the strong features that differentiate the organization from competitors and the weaknesses that result in a loss of appeal.

However, a common weakness emerges here. Some executives in the organization may believe, "Why do we need research? I've been here for 25 years—I know it best!" They try to define the culture through their own perspective. As a result, the starting point of the project is not the culture experienced by employees, but the one perceived by those executives. Moreover, we've encountered others who say, "Why bother with EVP? I can define that too." Another mistake is trying to use outdated cultural analysis data—like a four-year-old employee satisfaction survey—to determine employer branding actions, which is often insufficient.

• Issue 2: Clear Roadmap

One of the biggest challenges in employer branding projects is staying focused when defining the main strategy. On one hand, there are extensive culture reports; on the other, diverse employee expectations, numerous communication channels, and the need to align actions with HR processes. This complexity often leads to the misconception: "Since we're doing this, let's do everything," instead of focusing on the most impactful actions. To avoid this, it's essential to prioritize actions. Not every weakness requires immediate action,

and not every strength needs to be promoted. After identifying strengths and weaknesses through culture analysis, the organization should choose only the most relevant ones. The key criterion is to determine which aspects are most important to employees—what influences attraction, retention, and engagement the most. By understanding which variables contribute most to the employer brand, you can design a strategic focus.

• **Issue 3: Correct Communication, Correct Action**

The most sensitive aspect of executing employer brand strategies is aligning strategy with tactics. Actions must create excellent, employer brand-aligned experiences in employees' lives. But as Bryan Adams says, no matter how great the employee experience is, if the perception of the employer is poor, attracting talent is difficult.

That's why communication must be sharp and effective. Common pitfalls include copying other companies' social media visuals or messages and failing to tailor communication to employee segments. For example, sending a single message to everyone and expecting it to resonate equally is unrealistic.

Another issue is viewing employer branding communication as a one-way flow from employer to employee. Research shows that communication initiated by employees—like employee stories and testimonials—is far more effective and trustworthy.

Consistency and continuity are also key. Inconsistent visuals and changing messages do not leave a lasting impression.

To succeed in employer branding projects, you must:

1. Conduct a thorough cultural analysis.
2. Prioritize findings based on employee expectations.
3. Create authentic, consistent, segmented communication where employees play a central role.

6.1. Alignment Between External Perception and Internal Reality

The alignment between external employer brand messages and internal employee experiences is critical for credibility. For example, if a company promotes itself as inclusive and innovative externally but offers a different internal reality, the result can be damaging.

Benefits of alignment include:

1. **Credibility:** Matching internal realities with external promises builds trust.

2. **Increased Employee Engagement:** Strong internal experiences foster loyalty and positive external perception.
3. **Attracting Talent:** Authentic employer branding increases the likelihood of attracting qualified candidates.

6.2. Risks of Misalignment

When there is a disconnect between internal reality and external messaging, the following risks arise:

- **High Turnover:** Unmet expectations lead to disappointment and resignations.
- **Negative Reviews:** Disgruntled employees may post negative comments online.
- **Low Engagement:** Trust erodes, lowering motivation.
- **Talent Drain:** Lack of credibility drives top talent away.

7.1. Applied Employer Branding Processes

Employer branding is not only about shaping external perception but also about structuring internal processes to support employee experience. These practical implementations are based on theory but executed through measurable, observable steps that HR professionals can apply.

7.2. Employee Segmentation in Employer Branding

Treating all employees the same ignores their diverse needs. Segmentation ensures that employer branding communication reaches individuals according to their unique characteristics.

Variables for segmentation may include: age, gender, education, tenure, family status, career goals, values, personality traits, and even psychometric data—collected ethically and voluntarily.

Example: On Mother's Day, sending flowers to all female employees without segmentation may unintentionally hurt those who are childless or grieving a loss.

Therefore, segmentation is not only efficient—it is essential for empathetic and sensitive HR management.

7.3. Insight-Driven Messaging and Targeting

Success in employer branding comes from personalized, insight-based communication. By using insights specific to each employee group, companies can craft relevant and emotionally resonant messages.

Examples:

- Career development messages for young employees
- Work-life balance themes for mid-career professionals
- Equality and safety for female employees

This process also supports tailoring the EVP (Employee Value Proposition). For example, the EVP for a young software developer will differ from that of a field worker. Otherwise, the brand promise risks losing authenticity.

Empathetic language and emotional intelligence are crucial. Messages should avoid triggering painful experiences and be sensitive to individual histories.

7.4. Inclusive and Emotionally Intelligent Planning

Inclusive strategies aim to ensure fair and equal treatment for all demographic and sociocultural groups. Especially with Generation Z entering the workforce, diversity and inclusion have gained prominence.

Inclusive practices should go beyond symbolism. They must be reflected in real policies and leadership.

Emotional intelligence is essential here—leaders must recognize emotions, show empathy, and respond appropriately.

Examples of emotionally intelligent strategies:

- Support mechanisms for employees with trauma
- Empathetic language in feedback
- Emotional intelligence training for managers
- Sensitivity to social issues and employee experiences

7.5. Data-Driven Decision Making and Segment-Based Communication Processes

In today's business world, data-driven approaches play a critical role in the success of human resources functions. This principle is equally valid for employer branding practices. The processes of collecting, analyzing, and acting upon internal organizational data enable alignment between the employer brand and real employee experiences. In particular,

communication strategies based on employee segmentation should rely not only on insights but also on objective data.

Key data sources include employee satisfaction surveys, exit interviews, performance evaluations, participation levels, turnover rates, training feedback, digital interaction analytics, and demographic information obtained from HR systems. The insights derived from these sources are vital for identifying employee needs, points of dissatisfaction, and which messages are most effective for specific segments.

The data-driven communication process consists of three main steps:

1. **Data Collection:** Gathering quantitative and qualitative data on employees.
2. **Segmentation and Analysis:** Creating homogeneous groups based on the collected data.
3. **Message Development:** Designing a unique communication tone, content, and channel strategy for each segment.

For example, if employee satisfaction surveys among younger staff reveal high expectations regarding career advancement, then targeted training programs, mentorship opportunities, and career planning initiatives should be emphasized for that segment. Similarly, if flexibility is a recurring theme among a certain age group, communication themes and policies that address this need should be prioritized.

7.6. Sample Implementation: Corporate Segmentation Map

Below is a hypothetical segment-based model and suggested communication strategies tailored to each group. This model allows HR professionals to customize engagement, communication, reward systems, and development plans according to the motivational drivers and values of each group.

Segment 1: Young Professionals

(Aged under 25, recent graduates, 0–2 years of experience)

- **Needs:** Learning opportunities, open communication, rapid feedback
- **Communication Tone:** Energetic, supportive, opportunity-driven
- **Suggestions:** Career newsletters, graduate programs, frequent feedback sessions

Segment 2: Mid-Level Specialists

(Aged 30–40, 5–10 years of experience)

- **Needs:** Work-life balance, leadership opportunities, recognition
- **Communication Tone:** Respectful, achievement-focused
- **Suggestions:** Thought leadership initiatives, manager coaching, family-friendly policies

Segment 3: Senior Employees

(Aged 40+, 15+ years of experience)

- **Needs:** Institutional trust, stability, mentorship
- **Communication Tone:** Traditional, trust-based, belonging-oriented
- **Suggestions:** Experience-sharing panels, seniority awards, social responsibility engagement

This segmentation model enables organizations to tailor employer brand strategies in a way that reflects each group's values and sources of motivation. Personalizing communication tone fosters cultural alignment and enhances employees' likelihood of becoming brand ambassadors.

7.7. Strategic Recommendations

1. **Strengthen Internal Data Infrastructure:** Reliable, up-to-date, and detailed employee data must be stored digitally and made accessible for analysis to enable effective segmentation.
2. **Professionalize Internal Communication:** Develop varied communication content and platforms tailored to the unique needs of each segment.
3. **Expand Emotional Intelligence Training:** Mid- and senior-level managers play a key role in shaping the employee experience. Emotional intelligence-focused leadership fosters authenticity in employer branding.
4. **Regularly Review the EVP:** Based on employee feedback, the Employee Value Proposition (EVP) should be periodically updated per segment and shared transparently.
5. **Measure Employer Brand Performance:** Use regular engagement surveys, exit interviews, and suggestion systems to monitor and assess employer brand perception.

These practices not only help organizations establish themselves as “employers of choice” but also deepen employee loyalty, improve internal motivation, and enhance the company’s external reputation.

7.8. Perception-Reality Matrix in Employer Branding: A Strategic Commentary

Figure 7.1: Perception Map (Baran & Borazan, 2019)



The model above analyzes the relationship between an employer brand’s internal reality and its external perception through four key zones. This framework provides valuable guidance for organizations in identifying their current position and determining appropriate strategies.

1. **Disappointment Zone (Positive perception + Weak reality):** The organization projects a positive image externally, but employees are dissatisfied internally. This leads to disappointment among new hires and results in reputational damage.
2. **Priority EVP Zone (Positive perception + Strong reality):** External perception aligns with internal experience. This is the ideal zone, where sustainable employer brand success is achieved.

3. **Challenging Area (Negative perception + Weak reality):** The organization has a low reputation both internally and externally. Structural changes are needed internally, while a repositioning effort is required externally.
4. **Invisible Value Zone (Negative perception + Strong reality):** Although the organization provides a strong internal experience, the lack of external communication makes these values invisible. This may hinder talent attraction.

Success in employer branding strategies depends on recognizing these four zones and positioning the organization within the "Priority EVP Zone." Achieving this requires a focus not only on external communication but also on strengthening internal experiences and ensuring sustainability of the brand reality.

7.9. SWOT Analysis in Employer Branding

For employer branding strategies to be effective and sustainable, relying solely on aesthetics or communication is not enough. Organizations must thoroughly evaluate both their internal realities and the conditions of the external environment. At this point, SWOT analysis (Strengths - Weaknesses - Opportunities - Threats), one of the classical strategic planning tools, offers a valuable framework for employer brand development.

SWOT analysis enables a systematic evaluation of an organization's internal strengths and weaknesses, as well as external opportunities and threats. This method is not only an analysis tool, but also serves as a strategic compass for defining the organization's communication language, promises, Employee Value Proposition (EVP), and positioning for target audiences.

7.10. The Role of SWOT in Employer Branding

An employer branding project has two main objectives:

1. To increase awareness of what the organization already does well among employees and potential candidates.
2. To transform areas in need of improvement and transparently share this progress.

SWOT analysis is crucial here. An organization cannot communicate effectively without identifying its strengths, nor can it drive improvement without acknowledging its weaknesses. Therefore, SWOT provides focus and prioritization in employer branding projects.

8.1 Strategic Value: Communicating Reality, Enhancing Truth

At the heart of trust and commitment in employer branding lies authenticity. If an organization frequently promotes different values but fails to embody them within its culture, communication loses credibility.

For instance, if a company alternately promotes "flexibility," "career opportunities," and "inclusiveness" but these are not genuinely experienced by employees, the branding becomes superficial and perception-based. SWOT analysis prevents such fragmentation and brings structure to employer branding.

8.1.1. Employer Brand Evaluation through SWOT Dimensions

Strengths:

- Qualities that differentiate the organization and are valued by employees.
- Examples: Strong onboarding process, career development opportunities, visionary leadership, a culture of social responsibility.
- These should be placed at the heart of the EVP and emphasized in both internal and external communication.

Weaknesses:

- Processes and practices that are subject to internal criticism or need improvement.
- Examples: Lack of feedback, managerial inconsistencies, ambiguities in compensation policies.
- Ignoring these undermines brand reputation. They must be addressed honestly and improved through development programs.

Opportunities:

- External trends and developments that can strengthen the organization's position.
- Examples: Digital transformation, hybrid work models, Gen Z expectations, ESG (Environmental, Social, Governance) focused branding.
- Strategic positioning in these areas increases employer appeal.

Threats:

- External or internal risks that may damage the organization's reputation.
- Examples: Talent wars, negative social media reviews, aggressive employer branding by competitors.
- Crisis communication and reputation management strategies should be developed to counter these.

Practical Suggestion: SWOT + Insight = Strategic Communication

An ideal employer branding project does not use SWOT analysis only for internal assessment; it also redesigns communication and experience strategies based on it.

Sample Scenario:

- **Strength → Development opportunities:** Promoted through partnerships like LinkedIn Learning.
- **Weakness → Lack of leadership development:** Addressed via leadership training modules.
- **Opportunity → Diversity policies:** Highlighted through campaigns such as “A More Equal Tomorrow.”
- **Threat → High turnover rate:** Used as a prompt to reconstruct EVP via exit interviews.

Without SWOT analysis, an employer branding project is like a ship without a compass. Strengths are underutilized, weaknesses remain unaddressed, and communication becomes a constantly shifting slogan contest—ultimately leading to a loss of trust.

Therefore, it is recommended that every employer branding project begin with a comprehensive SWOT analysis, which should be updated periodically (e.g., annually). Additionally, employee feedback systems, social media monitoring, and HR metrics should serve as ongoing data sources.

9.1 Defining the Employee Value Proposition (EVP)

One of the cornerstones of an employer branding strategy, the Employee Value Proposition (EVP), represents a company's holistic answer to the question: "Why should I work at this organization?" The EVP is a clear statement that defines both the tangible and intangible benefits offered to employees, in alignment with the organization's values. It reflects how the organization presents itself to its workforce and how employees perceive this offering.

In today's highly competitive job market, salary, benefits, and office perks are no longer sufficient to attract top talent. Particularly with the increasing participation of Gen Z in the workforce, expectations have shifted toward meaningful work, development opportunities, respect for diversity, flexibility, and value alignment. At this point, the EVP becomes the organization's formal response to these evolving expectations.

The EVP encompasses all benefits provided to employees—psychological, functional, social, and financial. These include:

- **Functional:** Career development, training opportunities, job description clarity, and job security.
- **Psychological:** Sense of belonging, meaningful work experience, feeling of appreciation.
- **Social:** Team culture, inclusiveness, internal relationships.
- **Financial:** Salary, bonuses, insurance, flexible benefits.

The EVP is not only a tool to engage current employees, but also a positioning statement aimed at potential candidates. Organizations with a strong EVP perform better in both employee retention and talent acquisition.

9.2. Perception and Experience Alignment: The True Value of EVP

Many companies use EVP merely as a communication asset, yet fail to reflect it within the employee experience. However, EVP is not just a slogan or a line on a poster—it is the sum of experiences lived by employees every day. These cumulative experiences create the mental perception of the brand in employees' minds.

For example, a worker's use of the shuttle in the morning, interaction with security staff, office environment, relationship with their manager, the tone of internal emails, participation in meetings, and even snack policies—these all contribute to the EVP's perceived value. The consistency and value of these details determine whether the EVP is perceived as believable.

If employees in the same organization have widely varying perceptions and experiences, this signals that the EVP is poorly designed and that employee experience is not aligned with organizational values. In such cases, the organization's primary task is to simplify the EVP, align it with lived experiences, and ensure it is internalized across the company.

9.3. Strategic Steps in Defining EVP

EVP is not merely a text prepared by the HR department in collaboration with top management. Creating a genuine EVP requires a data-driven, insight-based, and inclusive approach. The following steps provide a strategic roadmap for the EVP process:

1. **Gathering Insights:** Surveys, focus groups, and interviews are conducted with current employees to understand their perceptions and expectations about the organization.
2. **Segmentation:** Expectations regarding EVP are analyzed based on age, seniority, department, and experience level to create persona-specific content.
3. **Reality Check:** The organization's existing offerings, cultural values, and leadership structure are assessed to ensure the EVP is grounded in reality.
4. **Competitor Analysis:** EVP strategies of similar companies in the sector are examined to identify differentiating opportunities.
5. **Crafting the EVP Statement:** Based on all gathered data, the essence of the organization's offering is distilled and expressed clearly and impactfully.
6. **Communication and Integration:** EVP is shared consistently across internal communication, recruitment processes, career websites, and social media platforms.
7. **Feedback and Updates:** EVP is not static. It should be reviewed at least once a year and refreshed based on employee feedback.

9.4. Organizational Benefits of a Strong EVP

- Increases employee engagement and satisfaction
- Strengthens the employer brand
- Improves talent attraction and retention rates

- Reduces turnover
- Makes organizational culture more visible and sustainable

EVP serves as a bridge toward achieving organizational goals. In this context, EVP is a strategic tool, not an end in itself. The true goals are sustainable success, a strong employer brand, employee satisfaction, and cultural alignment. Therefore, when defining an EVP, the full employee experience must be considered, presenting a credible and livable framework aligned with the organization's values. What matters most is not just writing the EVP, but delivering on it every day.

In today's competitive job market, it is no longer sufficient to attract and retain talented employees solely through high salaries or material incentives. Organizations must now define the value they offer to employees in a systematic and strategic way. This is where the concept of the Employee Value Proposition (EVP) comes in. EVP represents the set of tangible and intangible promises made by an organization to its employees in exchange for their knowledge, skills, experience, and commitment.

Minchington (2010, p.70) defines EVP as:

“In its simplest form, your EVP is the set of promises and offerings provided by your organization in exchange for the skills, capabilities, and experience an employee brings to your company.”

9.5. The Strategic Role of EVP

EVP is the cornerstone of employer branding. Company culture, leadership style, career paths, work-life balance, performance management systems, and psychological safety are all elements of EVP. It communicates to both internal employees and external candidates what kind of work experience the company offers.

Backhaus and Tikoo (2004) assert that the first step in creating an employer brand is to develop an EVP that clearly and accurately articulates the value a company offers to its employees. In this sense, EVP is the foundation of the branding process, upon which all other communication elements are built.

9.6. The Principle of Credibility and Consistency

One of the most common issues in employer branding is a mismatch between the EVP and the

company's reality. Even the most well-written EVP will lose credibility if it does not align with employees' daily experiences. Rosethorn (2009, p.20) describes EVP as

“a unique and differentiating promise made by an organization to its employees and potential candidates.”

If that promise is not fulfilled, employees may feel deceived, negatively impacting their engagement and the organization's brand reputation.

Holttinen (2014) argues that the success of EVP is not solely measured by whether the organization creates a value proposition, but whether that proposition is accepted by employees and stakeholders. Therefore, EVP is not just how a company defines itself, but whether this definition is supported perceptually and experientially.

9.7. Experience-Fueled EVP: Managing Perception

Every employee forms an individual perception of the corporate brand. This perception is shaped by daily experiences—riding the company shuttle, entering the building, the office layout, interactions with managers, tone of internal emails, opportunities to speak up in meetings, and even the snack policy. If these experiences are inconsistent, trust in the EVP erodes, rendering all communication efforts ineffective.

Thus, EVP is not just a slogan—it is a manifesto of lived experience. Employees, through their daily reality checks, become the most important evaluators of the EVP's sustainability. If a company claims a “people-centered culture” in its EVP but lacks a feedback culture or relies on autocratic leadership, employees will quickly perceive the contradiction and lose trust.

9.8. Key Considerations in EVP Design

- Must be realistic and actionable: Only promote what the company can truly deliver.
- Should use consistent language: The tone of EVP should be uniform across job ads, career pages, and internal communications.
- Must be inclusive: Address different employee segments equitably.
- Should be data-driven: Employee feedback, culture surveys, and exit interviews must inform EVP content.
- Must be livable: The daily employee experience should reflect the EVP values.

9.9. EVP as a Slogan and Its Risks

EVPs are often summarized in short, impactful slogans that convey how the company presents itself and what it expects from employees. However, for the slogan to be effective, it must reflect reality. Otherwise, a gap between messaging and reality will emerge. For instance, an EVP that claims “We grow together” will lose credibility if career paths are vague or promotions are arbitrary.

9.10. Personalizing EVP: A Digital and Targeted Approach

Modern HR practices no longer support a one-size-fits-all EVP. Employees expect value propositions tailored to their unique situations. Therefore, EVP should be personalized via digital platforms based on employee segments. For example, development opportunities for younger employees, flexibility for working parents, and coaching for high-potential leaders should be highlighted.

This approach ensures EVP resonates at an individual level, boosting engagement. Targeted content and automation systems also allow personalized messaging to reach potential candidates, enhancing employer branding on both rational and emotional levels.

9.11. Scientific and Practical Perspectives: Saini and Rosethorn

Saini et al. (2015, p.47) emphasize that companies should not only create an effective EVP but also deliver it using the right channels and tone. EVP is not just content—it is a distribution strategy. Rosethorn (2009) further explains that EVP is a differentiating promise. If a company’s EVP sounds like everyone else’s, why should a candidate choose them?

The success of an EVP relies not only on its formulation but also on whether it is supported by real experiences. Keeping promises, responding to emotional and professional needs, and maintaining this continuously are central to building a sustainable employer brand.

A successful EVP is:

- Truthful (based on reality)
- Differentiating
- Experience-aligned
- Inclusive and updatable
- Backed by strategic communication

9.12. Differences Between Companies With and Without EVP

The Employee Value Proposition (EVP) is one of the most critical components of a company's employer branding strategy. Representing the set of tangible and intangible benefits offered to employees and potential candidates, EVP plays a strategic role in understanding why employees join, stay, and engage with an organization.

Differences between companies with and without EVP can be observed not only in communication styles or HR policies but also in culture, engagement, employer reputation, and talent attraction. This section outlines those differences and provides guiding questions for HR professionals.

9.12.1. Key Challenges Faced by Companies Without an EVP

In many companies, the absence of an EVP is not due to a deliberate oversight but rather because the employee experience has not been clearly defined or communicated. This creates ambiguity in the organization's external messaging. Fundamental questions such as "What does this company offer?", "Why should someone choose to work here?", and "What values does this organization stand for?" often go unanswered. This weakens employee engagement and makes the company less attractive to potential candidates.

In companies lacking an EVP, HR departments should ask the following strategic questions:

- 1. How should an EVP be designed?**

Should a value proposition be created that aligns with organizational values, responds to employee needs, and is consistent with the actual experience?

- 2. Which attributes do employees perceive as strengths and weaknesses?**

Should the HR team use surveys, one-on-one interviews, and data analytics tools to gain real employee insights?

- 3. Which strengths are important for talent attraction and which for employee retention?**

Some attributes (like high salaries) may be effective during recruitment, while others (like leadership culture or recognition systems) foster long-term commitment. Are these distinctions understood?

4. What should the EVP be built around?

Should it focus only on deliverable benefits, or should it include aspirational cultural promises?

5. Which weaknesses require urgent improvement?

Are organizational development plans shaped by employee feedback?

Unless these questions are answered systematically and honestly, the lack of an EVP will continue to harm both internal motivation and external brand perception.

9.12.2. Advantages Enjoyed by Companies with an EVP

Companies that have a well-defined EVP benefit not only in terms of employer branding but also in employee engagement, internal communication, leadership development, and overall organizational performance. EVP provides direction for the organization and gives employees a sense of meaning and belonging.

However, simply having a defined EVP does not guarantee that it is being effectively managed. Therefore, HR teams in companies with an EVP should regularly ask the following questions:

- 1. Does our current EVP genuinely represent who we are?**
- 2. Has the EVP been updated to reflect the company's current structure and cultural evolution, rather than outdated values?**
- 3. What other strengths should the EVP emphasize?**
- 4. In a rapidly evolving business landscape, are new capabilities—such as digital skills or remote work models—being integrated into the EVP?**
- 5. Are employees joining and staying because of the strengths highlighted in the EVP?**
- 6. Can HR measure the impact of EVP through hiring and exit interviews?**
- 7. What areas require further investment to deliver on the EVP?**
- 8. Which HR processes need strengthening to align daily experiences with the EVP's promises?**
- 9. To what extent should the EVP be embedded in planned HR actions?**
- 10. Are career planning, leadership development, and internal communication aligned with the EVP?**
- 11. What tone of voice should the EVP use internally?**

12. **Should the EVP be communicated in an authoritative, supportive, or sincere tone?**
13. **What tone should the EVP adopt when addressing potential candidates?**
14. **Should it inspire young talent while reassuring more experienced candidates?**

These questions are critical to ensure the sustainability and authenticity of the EVP in a company that already has one in place.

9.12.3. Integrating the EVP into Corporate Culture

Consistency in employer branding is not just a messaging strategy—it is a way of organizational life. Integrating the EVP into the company’s daily operations ensures that employees truly experience the promised values. For successful integration:

- Leadership and management must exhibit behaviors aligned with the EVP.
- Performance and reward systems should be designed based on EVP criteria.
- During recruitment, EVP should be considered as a key criterion for cultural fit.
- The tone and language of internal communication must reflect the essence of the EVP.

EVP should not only be communicated through marketing language—it must be brought to life through real business processes.

9.12.4. Implications of Having or Not Having an EVP

Table 9.1: EVP (+ / –)

Category	Company with EVP	Company without EVP
Talent Attraction	Strong	Weak and fragmented
Employee Engagement	High	Low
Communication Strategy	Consistent and targeted	Random and unstructured
Brand Trust	High	Unclear
Feedback System	Dynamic and inclusive	Reactive and weak
Workplace Culture	Shared and well-defined	Unclear and inconsistent

These differences clearly demonstrate that EVP is not just a concept, but a system that determines a company's sustainable success from the inside out.

The Employee Value Proposition defines a company's stance as an employer, the promise it makes to its employees, and how it delivers on that promise. As important as it is to create an EVP, it is equally crucial to internalize it and make it visible across all organizational layers.

Companies with a clearly defined EVP not only attract talent but also transform them into engaged, productive, and loyal brand ambassadors. On the other hand, companies without an EVP often do not fully understand what they offer, leading to inconsistencies between what they say and what they do—ultimately causing a loss of trust among both employees and candidates.

Therefore, EVP is not just a sentence, a brochure, or the text of a job advertisement. It is a **corporate identity promise**—the essence of the psychological contract between the employee and the organization.

10.1. Employee Value Proposition Testing

EVP does not only define the advantages offered by the company; it also reveals how these advantages are perceived by employees, which aspects are considered valuable, and which elements may lack credibility. For this reason, EVP should not be developed through a top-down process alone; it must be shaped through a **participatory and insight-driven** approach.

To be effective, an EVP must be grounded in the company's internal dynamics. Testing EVP drafts to assess whether they align with actual employee experiences is crucial for the sustainability of the employer brand. Testing the EVP before full implementation is not just a theoretical check but a **practical step** in laying the foundations of the employer brand.

10.2. Why Should EVP Be Tested?

An EVP acts as a contract for employees. If this contract is not perceived as credible, the entire employer brand strategy is destined to fail.

If not tested, EVP may:

- Turn into a communication campaign that is disconnected from reality
- Create distrust among employees

- Damage the employer's reputation if promises to potential candidates are not fulfilled
- Lead to resource waste and ineffective communication strategies

Therefore, EVP testing is essential to evaluate not only the content but also the **authenticity, credibility, and representational power** of the message.

10.3. Focus Group Testing for EVP

One of the most effective ways to test an EVP is through **focus group sessions** involving employees from diverse ages, tenure levels, departments, and roles. The objective is to measure how EVP drafts are perceived across different perspectives.

Steps of a focus group study:

1. **Participant Selection:** Select employees who represent different segments (e.g., recent graduates, experienced staff, field workers, managers).
2. **Presentation of Slogans and Themes:** Share EVP draft messages (e.g., “We grow together”, “Stronger with you”) through visual or verbal formats.
3. **Guided Discussion:** Ask questions such as:
 - Do you think this slogan truly reflects our company?
 - Does it resonate with you personally?
 - Is there a connection between this message and your actual experience?
 - Which parts feel genuine, and which feel distant or inauthentic?
 - What events or situations at work come to mind when you see this message?
 - Would this message increase your emotional connection to the company?
4. **Feedback Collection and Documentation:** Record all reactions, classifying both positive and negative feedback.
5. **Analysis and Revision:** Revise EVP content based on patterns of agreement, disagreement, and suggestions for improvement.

10.4. Deep-Dive Questions for EVP Testing

To avoid superficial testing, consider using the following insight-driven questions:

- What are the company's strengths, and does this slogan reflect them accurately?

- Does this EVP message feel authentic to you?
- Are any of the company's weaknesses ignored in this message?
- Does the slogan overpromise or sound too ambitious?
- If you shared this message with a friend, what impression would it create about the company?
- Does it evoke feelings of belonging, trust, growth, or peace of mind?

These questions help reveal EVP as a **deep value system** that resonates with employee psychology—not just a communication tool.

10.5. What Do Positive or Negative Test Results Mean?

Positive Test Results:

- EVP aligns with company culture
- Employees feel a sense of ownership and connection
- Consistency between messaging and experience is evident
- EVP is ready for use in internal communications
- The company can now extend EVP into external branding efforts

Negative Test Results:

- EVP feels artificial or irrelevant to employees
- There is a mismatch between the message and employee experience
- Some employees find the slogan exaggerated or unrealistic
- EVP needs revision based on collected feedback

These outcomes clearly indicate whether the EVP is **ready for implementation** or needs further development.

10.6. Long-Term Benefits of EVP Testing

- Increases credibility in internal communications
- Enhances authenticity in employer brand campaigns
- Boosts employee engagement and trust
- Makes EVP more agile and adaptable
- Enables HR teams to use EVP as a **strategic tool**

Focus group results can also uncover areas for cultural transformation, highlight leadership development needs, and reveal shifts in employee expectations. In this way, EVP testing becomes not just a control measure but a **core driver of organizational learning**.

10.7. Practical Example: Post-Test EVP Revision

Imagine a company using the EVP slogan: **“We grow together.”** The intended message might imply career development, peer learning, open communication, and coaching leadership.

But if the focus group reveals that:

- Employees have not been included in development plans for the past two years
- Managers are hard to reach
- Learning and development policies are inadequate

...then the EVP **lacks authenticity**. Based on this feedback, the slogan could be rephrased into something more emotionally resonant and future-focused like: **“Together on your growth journey.”**

EVP is an expression of the psychological contract between an organization and its employees. To ensure this contract is strong, the EVP must not only be shaped by corporate leadership, but also be tested and validated through real employee experiences.

Once EVP is tested, it becomes **more than a slogan**—it becomes a **promise of belonging**. When implemented, it transforms into not just a communication tool, but a **manifesto of organizational culture**.

11.1. From Employee Value Proposition to Action

A common challenge in employer branding strategies is that companies often create an impressive Employee Value Proposition (EVP) but are unsure of what steps to take next. This usually stems from an insufficiently structured transition between a "conceptual promise" and "concrete implementation." However, EVP is not just a sentence, a slogan, or a promise—it is a strategic framework that **must be systematically transformed into an action plan**.

HR practices are inherently tangible. Training programs, reward systems, performance management, recruitment, and career planning all yield concrete outcomes. Therefore, the essential question becomes: **How can an abstract EVP be aligned with these concrete applications?** Slogans like “Growth begins with you,” “We grow together,” or “A culture that values people” only resonate in employees’ minds when backed by the right actions.

Thus, the transformation of EVP into action requires a **strategic modeling and planning approach**. To ensure this process is effective, two distinct target audiences—**current employees and potential candidates**—must be considered, each requiring tailored communication, experience, and investment strategies.

11.2. Transitioning from EVP to an Action Map

The in-depth analysis conducted during the EVP development process reveals the organization’s internal values, culture, and employee expectations. But for this messaging to become **lived experience**, three key elements must be in place:

- **Structure:** Operational HR systems and organizational frameworks that can bring the EVP to life
- **Willpower:** Leadership commitment to adopting and championing EVP communication and action plans
- **Budget & Time:** Adequate resources and timeline to execute what the EVP promises

If any of these elements are missing, EVP becomes merely a polished communication campaign—and, for employees, an unconvincing and **superficial promise**.

11.3. Dual Segmentation: Current vs. Potential Employees

Another critical success factor in transforming EVP into action is correctly identifying **target audiences**. A common oversight in HR strategies is assuming that EVP is intended only for internal employees. In fact, EVP also targets external talent. Therefore, two main segments should be defined:

- **Current Employees:**
This is where the “**realizability test**” takes place. Actions should align with themes like

belonging, engagement, internal communication, career development, performance management, and leadership culture.

- **Potential Candidates:**

EVP functions as a **“promise”** for this audience. It is reflected through the company’s career website, social media channels, job postings, and employer branding campaigns. For potential talent, EVP acts as a **motivational trigger** to apply or engage with the organization.

Each segment requires tailored goals, messages, communication tone, and contact points.

11.4. Turning EVP into an Action Plan: A Framework

The following framework offers a structured approach to aligning EVP with corporate objectives and facilitating its practical integration across the organization:

Employer Branding Communication Plan

	Target Audience	Objective	Message	Emphasized Feature	Action Plan	Touchpoint
1	Current Employee	Increase engagement	We grow together with you	Development opportunities	Mentorship programs, internal training system	Intranet, managers
2	Current Employee	Support performance	We celebrate your success together	Recognition and reward	Reward systems, thank you emails	Internal bulletin boards, e-newsletter
3	Potential Employee	Encourage application	The right place for you	Work-life balance, flexibility	Social media campaign, promotional videos	LinkedIn, career portals
4	Potential Employee	Raise brand awareness	You are what makes us different	Diversity and inclusion	Graduation collaborations, career events	University fairs

11.5. Key Questions in the EVP-to-Action Transition Process

When companies aim to turn their EVP into actionable strategies, they must systematically address the following questions:

- Which HR practices do we already have in place that support this EVP message?
- Through which experiences can we deliver the core promise of the EVP to employees?
- What communication tools should we use to convey this message to employees?
- In what tone and language should the messages be delivered—formal or informal?
- How much budget and resources should we allocate to bring these actions to life?

- Once implemented, how will we measure the impact of these actions?

These questions not only guide the planning process but also ensure that the EVP becomes **livable and sustainable** within the organization.

11.6. Aligning EVP with HR Functions

For EVP to be effectively operationalized, HR departments must integrate it into the following core functions:

- **Recruitment:** Job postings should reflect EVP language, and interview questions should assess alignment with EVP themes.
- **Performance Management:** Behaviors and contributions aligned with the EVP should be recognized in evaluations.
- **Recognition & Rewards:** Reward mechanisms should be built around the values emphasized in the EVP.
- **Career Development:** If the EVP promises growth, internal mobility, career pathways, and development plans must be clearly defined.
- **Internal Communication:** All internal communications (emails, posters, presentations, meetings) must consistently reflect the EVP's tone and content.

11.7. Timing and Resource Planning for EVP Implementation

Realizing an EVP is a **long-term journey**. The associated actions should be categorized into short-, mid-, and long-term plans:

- **Short-Term Actions:**
 - Social media posts
 - Manager messages
 - Internal communication announcements
 - Pilot recognition programs
- **Mid-Term Actions:**
 - Internal training programs
 - Launching a mentorship system
 - Updating the careers page
 - Producing employee story videos

- **Long-Term Actions:**

- Annual EVP refresh
- Organizational culture transformation projects
- Leadership development academies
- Digital employee experience platforms

11.8. EVP Only Gains Meaning Through Action

EVP is more than just a compelling idea—it is a **promise made to employees**. And that promise only becomes meaningful when it is **translated into tangible actions**. Employees want to **experience** EVP in their daily work lives, while potential candidates will explore, question, and emotionally assess whether the EVP rings true.

Therefore, the **“EVP-to-action” process** is not just operational—it is a **strategic roadmap that defines the future of employer branding**. Organizations that activate their EVP gain clear advantages in employee engagement, talent attraction, and long-term organizational loyalty.

Table 11.2: From EVP to Action

	EVP AMACI	EVP NEYİ, NASIL KONUŞMALI?	AKSİYON
Mevcut Çalışanlar	Bağlılık ↑	Türkiye’nin 5 yıl üst üste XXX ödülünü alan tek yerli şirket	Ödül her hafta farklı birimlerde sergilenecek
Potansiyel Çalışanlar	Bilinirlik & Bilgi ↑	Şirketimiz mühendisler için ikinci bir üniversite gibidir	<ul style="list-style-type: none"> - Beş büyük üniversite - Mühendislik fakülteleri - Dördüncü sınıf öğrencileri

The table above clearly demonstrates that the Employee Value Proposition (EVP) is not merely a statement but a strategic system that can be activated through segment-based goals and concrete actions. Such structured frameworks help organizations integrate EVP strategies into HR processes rather than confining them solely to communication campaigns. The table shows how the two core target groups (current employees and potential candidates) can be addressed within the scope of EVP.

1. EVP Application for Current Employees

- **EVP Objective: Engagement**

The primary goal for this segment is to increase employees' commitment to the organization and strengthen their sense of belonging. Emotional connection with the company has a long-term positive impact on engagement and performance.

- **What and How Should EVP Communicate?**

A message like *"The only local company in Turkey to win the XXX award five years in a row"* offers employees a success story they can take pride in. This narrative creates a sense of cultural value and organizational achievement. Such statements emphasize that EVP is not just a promise but also a celebration of corporate success.

- **Action:**

"The award will be displayed in different departments each week."

This action makes the success visible within the company and allows employees to feel like part of that achievement. The rotating award strengthens commitment both symbolically and tangibly, and it serves as an internal communication and motivation tool.

2. EVP Application for Potential Employees

- **EVP Objective: Awareness & Information**

For this segment, the aim is to build brand awareness and increase the likelihood of being chosen by individuals who are unfamiliar with the company or are considering it as an employer. EVP should act as a magnet for potential candidates.

- **What and How Should EVP Communicate?**

“Our company is like a second university for engineers.”

This metaphor communicates opportunities for learning, development, and specialization. It gives the impression that the organization offers continuous learning like a school—a powerful message especially for technical profiles seeking knowledge-driven careers.

- **Action:**

Targeting *“senior-year engineering students from the top five universities”* shows that EVP is not just a generic message but part of a precise and measurable outreach strategy. Through this, EVP moves from a written statement to an actionable plan that facilitates early engagement with students about to enter the job market.

This table emphasizes the importance of managing EVP in a 360-degree manner:

- It segments the audience.
- Defines specific goals, narratives, and actions for each segment.
- Focuses not only on *what* the EVP says but *to whom* and *how* it says it.
- Messages convey not only information but also emotional symbols of connection.

It serves as a strong example of how EVP should be strategically designed for effective employer branding. Messages are not generic slogans but tailored, actionable, and measurable concepts for each target group. Institutions seeking to transform EVP from a communication tool into a driver of organizational change are encouraged to create similar tables.

12.1. Launching the Employee Value Proposition

The Employee Value Proposition (EVP) expresses the unique value an organization offers to its current and prospective employees. However, creating the EVP is not enough—it must also be introduced to internal and external stakeholders through a well-structured launch process. A successful EVP launch helps employer branding gain meaning among employees and candidates, strengthens the internalization of corporate messaging, and boosts a sense of belonging.

12.2. Why EVP Launches Matter

The EVP launch is the moment when a company answers the questions: “*Who are we, what do we believe in, and what do we offer you?*” It's not just the presentation of a new slogan—it's a strategic repositioning effort. A poorly executed launch may cause employees to view the EVP as superficial, artificial, or inauthentic, damaging its credibility and the employer brand.

A successful EVP launch:

- Increases trust in the corporate culture
- Strengthens internal communication
- Reinforces employee engagement
- Creates an appealing image for potential candidates
- Provides direction for HR practices

12.3. Pre-Launch Preparation Process

The pre-launch period is the most strategy-intensive phase and should include:

- **Content Approval & Ownership:**
All leadership must approve and own the EVP. They should understand that this is not just an announcement but a transformation.
- **Communication Strategy:**
Decide which channels, tone, and frequency will be used to communicate the EVP. Differentiate between internal, external, and digital channels.
- **Touchpoint Planning:**
Define how employees will interact with the EVP—for example, through manager briefings, intranet, posters, presentations, and events.
- **Timing:**
The launch should align with the organization's strategic communication calendar and overall agenda.
- **Feedback Mechanisms:**
Prepare tools for post-launch feedback such as surveys, digital forms, or open-door sessions.

12.4. EVP Launch Day: Impact and Experience

Launch day is both symbolic and functional. It should not be a simple announcement but a cultural event that inspires.

Key launch day elements:

- **Executive Participation:**
Top leaders should explain the meaning of EVP and clarify the company's vision.
- **Visuals and Experience:**
Don't rely solely on email. Offices, intranet, and digital platforms should reflect EVP themes. Use visuals, teaser videos, music, and creative mascots.
- **Workshops and Interactive Sessions:**
Create EVP-themed breakout sessions where employees discuss what the message means to them and how to bring it to life.
- **Gifts and Surprises:**
Distribute themed gifts (notebooks, mugs, pins, etc.) to make the launch memorable.
- **Measurement and Feedback:**
Conduct a short survey after the launch to gauge the impact.

12.5. Post-Launch Follow-Up

An EVP launch is not a one-off event. True success is measured by how well the EVP becomes embedded in employees' experiences and behaviors.

- **Continuous Communication:**
Share EVP-themed content regularly. Include success stories in internal news updates.
- **Manager Role:**
Middle managers should integrate EVP into day-to-day operations—during feedback sessions, team meetings, and one-on-one check-ins.
- **Share Success Stories:**
Highlight how EVP values are being lived out. For example, share an internal promotion story under the “Growth starts with us” EVP.
- **Measurement:**
Monitor employee engagement, employer brand perception, and recruitment data 3–6 months after the launch.

12.6. Common EVP Launch Mistakes

Not every launch runs smoothly. Frequent missteps include:

- Presenting EVP as a top-down directive
- Making unrealistic promises
- Reducing the launch to a single announcement
- Lack of managerial support
- Failing to plan for sustainability after the launch

These errors make EVP harder to internalize and can harm the employer brand. The EVP launch is not just a communications task—it is the start of a cultural transformation. It shows employees what the company values, what it promises, and how it supports them on that journey, taking EVP beyond just a slogan.

13.1. Implementation of the Employee Value Proposition

The Employee Value Proposition (EVP) is one of the most tangible elements of an employer brand. It not only includes the material and emotional benefits the employer offers to employees but also covers how these values are communicated and experienced. Therefore, successful implementation of EVP requires applying it correctly and ensuring it resonates with all employee groups. This phase ensures that the EVP becomes part of the company culture and aligns with the employee experience, rather than remaining just a statement.

The implementation process of EVP targets two main internal audiences: current employees and potential employees. These two groups have different expectations and needs, so the application of EVP must be planned strategically with their characteristics in mind.

13.2. Priority in EVP Implementation: Current Employees

The first step in effective EVP implementation is to create a strategic internal communication and experience plan for current employees. The reason is that EVP is essentially a promise of experience—and current employees are the first to experience it. If companies focus on promoting EVP externally without ensuring its internal reality, the credibility of EVP can be damaged.

Employees carefully observe how their company presents itself to the outside world. If the benefits presented publicly are not experienced internally, it may lead to a crisis of trust. If an employee sees the EVP on social media or career platforms and finds it inconsistent with their daily experience, the internal image and employer brand of the company will be negatively affected. That's why EVP implementation must always start from the inside and move outward.

13.3. The Importance of Segmentation in EVP Implementation

Not all employee groups have the same needs. For this reason, EVP must be tailored for different employee segments. Segmentation helps make the EVP feel more personal and meaningful.

Key segmentation criteria include:

- Age groups (e.g., Gen Y, Gen Z)
- Seniority levels (e.g., new hires, mid-level, management)
- Departments (e.g., sales, operations, technical teams)
- Work locations (e.g., headquarters, field, regional offices)
- Development needs (e.g., high-potential employees vs. operational staff)

For example, a young employee at the beginning of their career may value growth opportunities, interaction with leadership, and learning. On the other hand, a more experienced employee may prioritize work-life balance, organizational stability, and having a voice in leadership. Therefore, EVP messages should be tailored to each segment's needs, using the right communication tone.

3.4. Experience-Based Approach: Living the EVP

The success of an EVP depends not only on how well it's communicated, but on how employees actually experience it every day. EVP should not just be a slogan seen in internal communications — it should be a framework that is reflected in all HR processes.

This experience should be felt in the following areas:

- **Recruitment:** The candidate experience should reflect the promises of the EVP.
- **Onboarding:** New hires should be welcomed and introduced to the company in a way that aligns with the EVP.

- **Performance Management:** The way success is defined and rewarded should match the values emphasized in the EVP.
- **Training and Development:** If growth is part of the EVP, real learning opportunities must be offered.
- **Internal Communication:** All messages and platforms should carry the EVP's tone and values consistently.
- **Leadership Behavior:** Leaders should model the behaviors and values expressed in the EVP.

Employees should feel the EVP in every message and interaction. If not, it loses credibility and fails to be internalized.

13.5. Coordination Between Internal Departments

For EVP to be implemented effectively, more than just HR needs to be involved. Corporate communication, marketing, internal audit, and leadership teams all have a role to play — because EVP represents the company's relationship with its people.

- **Corporate communication** should:
 - Maintain consistent messaging and visuals aligned with the EVP,
 - Reference the EVP during internal events,
 - Support employer branding on social media.
- **Marketing teams** should:
 - Align the company's public image with the EVP,
 - Ensure consistency between customer brand and employee brand.
- **Managers** should:
 - Demonstrate EVP values in their behavior,
 - Lead by example in creating EVP-aligned experiences.

If these departments are not aligned, mixed messages can confuse employees and cause trust issues. For instance, if marketing promotes a “flexible and innovative” culture, but the internal processes are strict and bureaucratic, the EVP message will fall flat.

13.6. Applying the EVP to Potential Employees

Once the EVP has been accepted internally and embedded into daily experiences, it should then be introduced to external audiences — especially potential hires. It's critical that no promises are made externally that aren't already lived internally. Otherwise, new employees may feel misled and disappointed early on.

Ways to communicate EVP to potential talent:

- Career websites
- Social media content and digital campaigns
- Job advertisements
- University events and graduate programs
- Video content (employee stories, company intros)

These messages must be sincere, unique, and tailored to the target audience. Candidates today are looking for more than salary — they want growth, meaning, inclusion, and purpose. EVP should express these values clearly and authentically.

13.7. Measuring Implementation and Feedback Systems

As with any initiative, EVP must be measured and improved over time. The following tools can help gather insights:

- Employee engagement surveys
- Exit interviews
- Candidate experience surveys
- Analysis of online reviews and social media comments
- Participation rates in internal communication activities

These insights help identify where EVP is strong and where it needs improvement. EVP should be seen as a dynamic structure that evolves based on feedback and changing needs.

13.8. Common Challenges in EVP Implementation

Here are some common challenges organizations face during EVP implementation:

- Treating EVP only as a marketing message
- Lack of ownership across departments

- Managers not modeling EVP behaviors
- Sending the same message to everyone, without segmentation
- Implementation efforts being cut short due to limited resources

These issues can weaken how the EVP is perceived and prevent it from becoming a part of the company culture. That's why the implementation plan must be carefully designed and supported by all parts of the organization.

In the end, the Employee Value Proposition is a strategic reflection of how much a company values its people. To make it real, relatable, and long-lasting, companies must build their strategy from the inside out. When current employees believe in and experience the EVP, it becomes the foundation for all external communication.

14.1. Internal Touchpoints of Employer Branding

One of the most important factors for sustainable success in employer branding is identifying and managing the right touchpoints with the main target groups: current and potential employees. These touchpoints show that employer branding isn't just about planned corporate messages—it also includes the real-life experiences of employees.

In other words, employer branding is not only about what we say but also **where and how we make people feel it**.

The term **touchpoint** refers to any physical, digital, social, or emotional interaction an employee or candidate has with the organization. These interactions span the entire employee lifecycle—from recruitment to the exit interview. That's why analyzing these touchpoints is crucial: they not only increase the visibility of employer branding but also shape the employee experience itself.

14.2. The Importance and Strategic Role of Touchpoints

Touchpoints are micro-interactions where current or potential employees form opinions, experience company culture, and build emotional connections with the organization. Analyzing them allows companies to identify patterns in their past (often unplanned) communications and build a more structured and strategic system for the future.

With touchpoint analysis, you can:

- Identify where the company interacts with employees
- Understand what emotions each touchpoint triggers (trust, motivation, confusion, etc.)
- Detect moments that create positive or negative impressions
- Discover where the EVP is being truly experienced—or falling short
- Improve HR processes to deliver a more consistent employer brand experience

Touchpoints play a **critical role** in spreading the Employee Value Proposition (EVP) throughout the organization. Values expressed through messaging must be reflected at these touchpoints to truly shape employer perception.

A touchpoint analysis should not only ask “Where do interactions happen?” but also evaluate the **quality, consistency, and emotional impact** of these interactions. The analysis should follow these steps:

1. **Touchpoint Mapping:**

Create a visual or tabular map of all touchpoints throughout the employee journey. Break down each process (e.g., interview process → invitation → waiting → interview → feedback).

2. **Emotion Mapping:**

Analyze how employees or candidates feel at each point. Use observation, surveys, and focus groups to collect insights.

3. **Identify Moments of Truth:**

Pinpoint the key touchpoints that affect decisions and motivation—these are critical for EVP and brand trust.

4. **Consistency Check:**

Assess how well each touchpoint experience aligns with EVP messages. This reveals any gaps between the promise and the reality.

5. **Action Planning:**

Develop improvement plans for inconsistent or weak touchpoints. Assign responsibilities, timelines, and communication methods.

14.3. Segment-Based Touchpoint Analysis

It’s not enough to evaluate touchpoints in general—different employee groups have different priorities and needs. For example:

- **Young talents** value university events and internship experiences.
- **New parents** focus on flexible work options and family-friendly policies.
- **Sales teams** care about recognition and field support systems.
- **Long-term employees** expect appreciation and career growth opportunities.

That’s why touchpoint analysis must go beyond general mapping—it should also include **segment-specific evaluation** to be truly effective.

14.4. The Contribution of Touchpoint Analysis to Employer Branding

Well-managed touchpoints strengthen the credibility, authenticity, and sustainability of your employer brand. Here’s how:

- **Delivering the EVP Promise:**
The EVP isn’t just a message—it becomes real through everyday touchpoints.
- **Building Trust:**
When promises and actual experiences align, employee trust grows.
- **Fostering Belonging:**
Meaningful interactions at key moments increase emotional connection and loyalty.
- **Identifying Gaps:**
Weak or inconsistent touchpoints provide valuable data to refine HR strategies.
- **Improving Candidate Experience:**
First impressions often come from a single touchpoint. Managing them well makes your company more attractive to top talent.

Table 15.1: Sample Touchpoint Map

Lifecycle Stage	Touchpoint	Emotion	EVP Alignment	Action Suggestion
Candidate	Job Posting	Curiosity, Excitement	Medium	Align job posting language with EVP
New Employee	First-Day Orientation	Anxiety, Expectation	Weak	A warmer onboarding experience is needed
Current Employee	Performance Review	Tension, Motivation	Strong	Improve quality of feedback
Current Employee	Recognition Meeting	Pride, Commitment	High	Increase visibility with video content
Departing Employee	Exit Interview	Neutral, Sense of Closure	Medium	Establish a formal feedback system

15.1. Employer Brand Internal Touchpoints

Employer brand internal touchpoints refer to the moments where an organization interacts with its employees, and where these interactions help shape the perception of the employer brand. These touchpoints directly impact employee experience and strengthen how the employer brand is perceived internally. No matter how effectively the employer brand is communicated externally, it is the internal experiences that truly determine the brand's strength and credibility.

Internal touchpoints generally include the various moments when employees engage with the company. These moments represent opportunities to reflect the values and essence of the employer brand. Examples of internal touchpoints include:

1. Recruitment Process:

The recruitment process is the first point of contact for candidates. It forms the initial impression of the company's culture, values, and employer brand. A strong recruitment process communicates transparency, quick feedback, fairness, and professionalism—all of which are key components of a positive employer brand.

(Backhaus & Tikoo, 2004)

2. Onboarding Process:

The early days of a new employee's journey significantly influence how they perceive the employer brand. Onboarding is the first step toward instilling the organization's culture, values, and ways of working. The training, guidance, and support offered during this process increase employees' sense of belonging.

(Bauer, 2010)

3. Manager–Employee Communication:

The relationship between managers and employees is one of the most critical internal touchpoints. Effective leadership and open communication make employees feel valued. A manager's behavior, feedback style, and inclusion in decision-making processes are central to the employer brand experience.

(Schein, 2010)

4. Employee Feedback and Surveys:

Regularly collecting feedback from employees is key to improving the internal experience and developing a strong employer brand. Satisfaction surveys and pulse checks reveal how

responsive the company is to employee needs. Taking action on this feedback is essential for strengthening internal trust.

(Edmondson, 1999)

5. Career Development and Training Opportunities:

Investing in employee development is a core theme of a strong employer brand. Training programs, mentoring opportunities, and clear career paths help employees grow professionally and personally. These investments increase engagement and commitment.

(Noe, 2017)

6. Employee Recognition and Rewards:

Recognizing and rewarding employee success increases motivation. Recognition can be both monetary and non-monetary—such as verbal appreciation or positive feedback from leadership. These practices help employees feel aligned with company values.

(Gagné & Deci, 2005)

7. Employee Well-being and Flexibility:

Programs that support work-life balance—such as flexible hours, remote work, health insurance, and mental wellness services—enhance the employer brand. Providing employees with a high quality of life shows the company's genuine care, building loyalty and a strong brand.

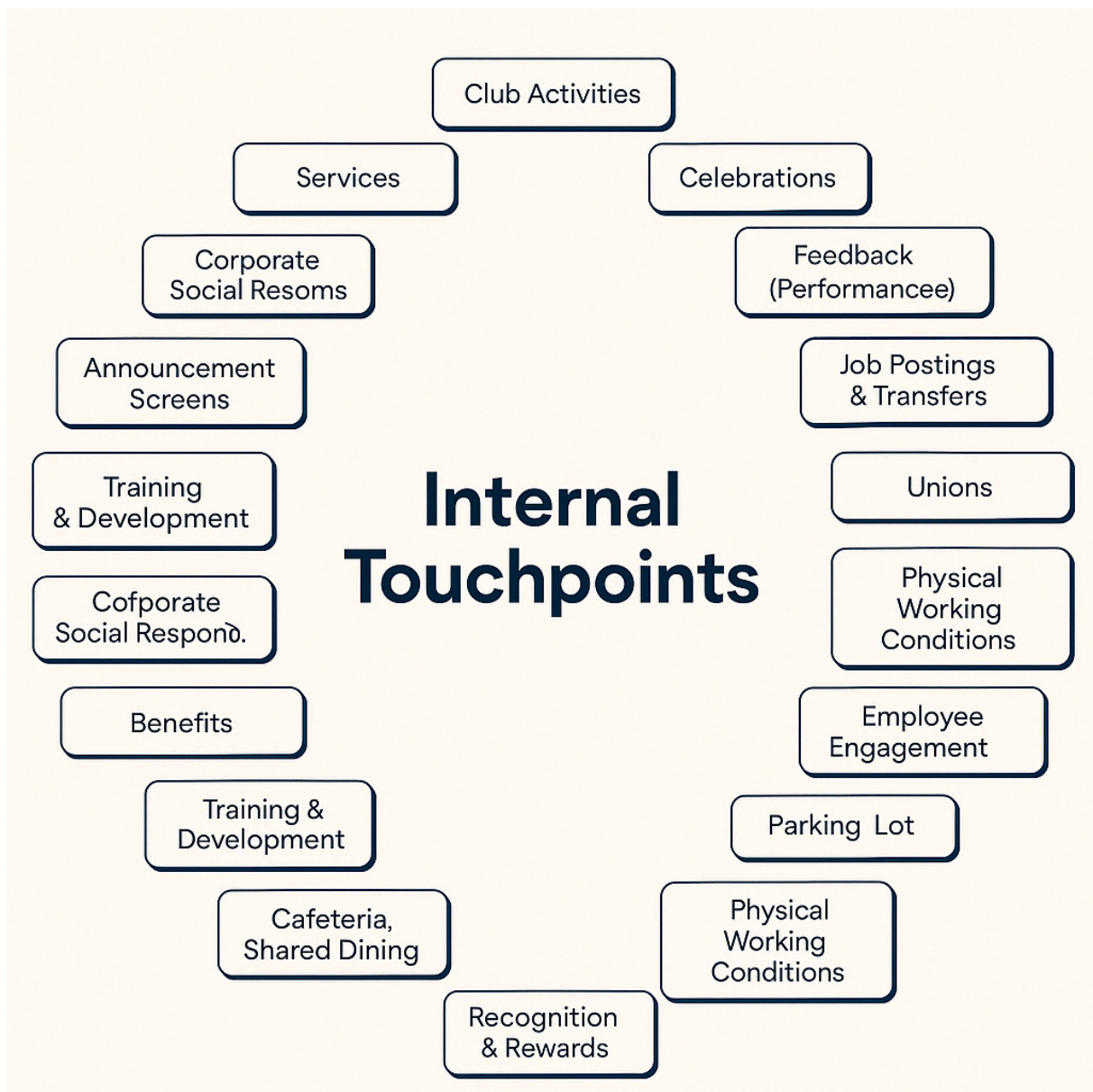
(Harter et al., 2002)

8. Internal Communication and Transparency:

An open and transparent communication environment helps employees feel informed, valued, and secure. Regular updates from leadership regarding the company's status, vision, and goals build trust. Transparency reinforces a consistent and credible employer brand externally.

(Cameron & Quinn, 2006)

*



May vary from company to company.

Figure 15.1: Internal Touchpoints (Borazan, 2019)

To build an employer brand that is consistent, sincere, and credible in the eyes of employees, it is essential not only to focus on verbal messages but also on the actual touchpoints where employee experiences take place. In this context, the table above visually categorizes the "Internal Touchpoints" within the organization as part of the employer brand framework and presents a comprehensive map of organizational interactions.

This graphic systematically illustrates the areas of communication, service, social, and managerial interaction that an employee encounters throughout the corporate life cycle,

beginning from the moment they join the company. It also makes visible how these touchpoints influence the employer brand experience.

15.2. Interpretation of Touchpoints by Category

The internal touchpoints presented in the table can be examined under four main categories in terms of employer branding:

15.2.1. Physical and Service-Based Experience Touchpoints

- **Transportation Services, Cafeteria, Common Areas, Medical Services and Infirmary, Parking, Facility Security, Physical Working Conditions:** These are the areas employees engage with most frequently in their daily routines. Therefore, perceptions of quality, comfort, and safety in these spaces directly reinforce the perception that the employer “values its employees.” For example, a lack of adequate parking or insecure shuttle services can negatively affect employee satisfaction and a sense of belonging.

15.2.2. Corporate Communication and Feedback Touchpoints

- **Internal Announcements, Display Screens, Performance Feedback, Recognition and Reward Systems, Employee Engagement Surveys, Internal HR Announcements:** These areas reflect the organization’s communication style and governance approach. Core values such as “transparency, openness in communication, and appreciation” are tested at these touchpoints. For instance, if year-end goals are shared but regular feedback is not provided throughout the year, employees may feel isolated and the promised "growth support" in the EVP loses credibility.

15.2.3. Social, Cultural, and Participation Touchpoints

- **Club Activities, Social Events, Celebrations, Company Foundation, Gift Programs:** These touchpoints are critical for emotional attachment, participation, and social satisfaction. Especially for the new generation of employees, factors such as “belonging” and “creating meaning” are as important as salary and career. Activities like birthday gifts, New Year celebrations, or involvement in social responsibility projects strengthen emotional ties with the company.

15.2.4. Development and Representation Touchpoints

- **Training and Development Programs, Recognition Systems, Rotation Opportunities, Job Postings, Unions, HR Representatives:** These touchpoints represent the dimensions of "growth opportunities, equality, and voice" in the EVP. Training policies provide employees with a sense of security for the future, while structures like unions and HR representatives demonstrate that the company views employees as individuals with a voice. Transparent communication of career opportunities also reinforces the perception that internal promotions and transfers are handled fairly.

15.3. A Cyclical Experience Map

The circular structure of the diagram emphasizes that employee experience is not linear but rather continuous and cyclical. Employees do not just have experiences during recruitment; they engage with these touchpoints daily, and each interaction shapes their perception of the organization.

This cycle is crucial for the sustainability of the employer brand. In long-term employment relationships, small but meaningful interactions—such as a thank-you email, an individual reward, or health support—directly impact employee loyalty and their likelihood to recommend the company (eNPS).

15.4. Importance of Consistency and Alignment

These internal touchpoints must be aligned with each other. For example, a company might claim to “prioritize employee well-being” while the on-site medical center lacks equipment or safety training is neglected. Such contradictions between EVP statements and lived experiences cause employees to lose trust in corporate communication, thereby harming the employer brand.

15.5. Strategic Contribution Through Touchpoint Analysis

The insights gained from analyzing each internal touchpoint can guide HR strategies in the following ways:

- **Identifying Areas for Improvement:** Pinpoints which areas require more investment and improvement.
- **Bringing the EVP to Life:** Reinforces the EVP not just as a slogan but as a lived experience.
- **Segment-Based Communication:** Determines which touchpoints are more critical for different employee segments.
- **Increased Loyalty and Satisfaction:** Sincere communication through internal touchpoints enhances employee engagement.

16.1. Employer Brand External Touchpoints

Employer Brand External Touchpoints refer to the communication channels through which a company interacts with the external world—potential employees, customers, investors, the media, and the general public. These touchpoints represent critical moments and interactions that shape the employer brand by reflecting the company’s outward-facing image, values, and culture.

1. Recruitment Process

The recruitment process is one of the most vital external touchpoints. It marks the first moment potential employees interact with the organization. A positive recruitment experience reflects the company’s professionalism and values. Interviews, evaluation processes, the use of technology, and feedback loops all communicate important messages about the employer brand. (Avery et al., 2007)

2. Job Advertisements and Career Pages

Employer branding is often communicated through job ads and career websites. A company’s official website, career portal, and social media profiles provide insights into how job opportunities are presented and what type of candidates are being targeted. These platforms offer valuable information about the company’s culture, values, and the opportunities it provides. (Backhaus & Tikoo, 2004)

3. Social Media and Digital Communication

Social media is a key channel through which an employer brand is shaped externally. The content shared on LinkedIn, Twitter, Facebook, Instagram, and other platforms highlights the company's culture, values, activities, and achievements. Engagement with audiences through comments, likes, and shares further illustrates the employer's image to the public. (Sullivan, 2004)

4. Career Events and University Collaborations

Universities, job fairs, career events, and employer introduction sessions are all essential tools for engaging with potential talent. These events provide direct insight into the working culture and environment of the company. Collaborations with students and recent graduates help build a strong future talent pool. (Avery et al., 2007)

5. Employee Reviews and Testimonials

Online employee reviews are a significant reflection of the external employer brand. Platforms like Glassdoor, Indeed, and LinkedIn offer real employee perspectives on work conditions, management, work-life balance, and company culture. Positive reviews strengthen the employer brand, while negative ones can damage reputation. (Koch et al., 2018)

6. Content Marketing and Brand Storytelling

Through blogs, videos, articles, and stories, companies can showcase their employer brand to the outside world. These content formats inform prospective employees about company values, innovations, and how work is done. Success stories, social responsibility projects, and employee spotlights positively influence how the company is perceived externally. (Sullivan, 2004)

7. Media and Public Relations (PR)

A company's media relations are another form of external touchpoint. News articles, interviews, press releases, and public appearances communicate the organization's values and brand image. Effective media exposure enhances employer branding, while negative press or poor crisis communication can harm the brand. (Barrow & Mosley, 2005)

8. Customer and Investor Communication

How a company interacts with its customers and investors also impacts its employer brand. Customer service quality, product or service excellence, and public reputation shape how the company is perceived by both current and prospective employees. Investor confidence and stakeholder feedback play a role in this perception as well. (Barrow & Mosley, 2005)

9. Community and Social Responsibility Projects

A company's involvement in community and social responsibility initiatives strongly influences its employer brand. Participation in social and environmental causes demonstrates a commitment beyond profit and presents the company as a socially responsible employer. These projects reinforce the perception that the organization values both its people and the greater good. (Bhattacharya et al., 2008)

Figure 16.1: External Touchpoints (Borazan, 2019)



**May vary from company to company.*

Figure 16.1: External Touchpoints (Borazan, 2019)

Employer branding is based not only on the practices carried out within the organization but also on the perception created externally. How the values a company offers to its employees are perceived by external audiences is critically important for the visibility and reputation of the employer brand. At this point, "External Touchpoints" form the cornerstone of interactions with potential employees, candidates, alumni, university partnerships, and the general public.

The chart you shared systematically presents the platforms and interaction areas through which the organization engages with the outside world. These touchpoints are not only for information sharing, but also play a central role in brand awareness, attractiveness, and trust-building processes.

16.2. Thematic Grouping and Explanation of External Touchpoints

These touchpoints can be strategically evaluated under five main headings:

16.2.1. Education and Young Talent-Oriented Touchpoints

- Career Days, Internship Programs, University/High School Collaborations, Alumni Associations, Career Portals, Competitions:

These touchpoints are highly effective in establishing initial contact with Generation Z and recent graduates. A company's active participation in campus events, industry panels, or collaborations with student clubs provides direct channels to reach young talents. These efforts help position the company as “development-oriented,” “open to innovation,” and “supportive of youth opportunities.”

In employer brand strategies, these areas represent the first contact points for reaching potential employees. A well-structured internship program or university partnership project can be the key to building a long-term talent pool.

16.2.2. Media and Digital Communication Touchpoints

- Social Media, Forums, News, Products, Mobile Apps, Advertisements:

Today, digital platforms are the most powerful distribution channels for employer brands. Social media, in particular, allows companies to directly deliver their EVP (Employee Value Proposition) messages to potential employees. Additionally, content that reflects employee experiences (videos, blogs, interviews) naturally generates brand ambassadorship.

Forum sites and mobile apps are important platforms where young talents evaluate companies. Reviews about the company and digital user experiences directly affect trust in the brand. Especially sites like Glassdoor and Kariyer.net can be decisive for candidates.

16.2.3. Corporate Reputation and Social Engagement Touchpoints

- Social Responsibility, Sponsorships, Seminars/Conferences, Executive PR Activities:

Employer branding is shaped not only by HR but also by corporate social responsibility and leadership vision. A company's relationship with society influences how it is perceived as a workplace from the outside.

For instance, a company actively participating in projects related to gender equality, environmental sustainability, or equal access to education is viewed by candidates as an “ethical and responsible employer.” Similarly, public visibility of top management (conference speeches, media interviews) enhances perceptions of strong leadership.

16.2.4. Employee-Based External Touchpoints

- Employee Referrals, Former Employees, External Company Events:

The most powerful communication channel in employer branding is the employees themselves. A happy and satisfied employee naturally recommends the company to others. Therefore, current employees are an integral part of the external touchpoint strategy as organic PR agents.

The perceptions of former employees are also crucial. These individuals share their experiences within their professional networks and on digital platforms. Their reviews either elevate or damage the brand. For this reason, an “employee advocacy” model should be at the heart of the external touchpoint strategy.

16.2.5. Sectoral and Project-Based Touchpoints

- Projects, Industry Associations, Partnerships with Borsa Istanbul:

For companies in engineering, finance, and technology sectors, these touchpoints are strategic in strengthening professional reputation. Being involved in innovative projects, receiving industry awards, or participating in large-scale public-private partnerships positions the company as a “visionary and prestigious” employer brand.

These touchpoints also build a bridge between the corporate brand and the employer brand. A strong corporate brand is also a source of pride for employees.

16.3. The Cyclical Effect and Sustainability of External Touchpoints

The circular structure in the graphic indicates that external touchpoints are not independent, but instead form a mutually reinforcing and sustainable interaction network. For example, participating in a university event may lead to content sharing on social media, which may result in a candidate applying to the company. The experience gained from the application may turn into an employee recommendation. These cycles enable the employer brand to grow organically and healthily.

16.4. Strategic Mapping and Development of Touchpoints

Each organization should analyze these external touchpoints according to its sector, target audience, and organizational maturity. For example:

- If the target is young talent: university partnerships, social media, and internship programs come to the forefront.
- If the target is experienced professionals: projects, industry associations, and executive PR efforts gain priority.
- If the target is the general public: social responsibility, sponsorships, and media content should be emphasized.

External touchpoints should also be periodically updated and aligned with digital transformation. In an environment where new-generation candidates gather information through mobile applications or online portals, user experience on these platforms becomes critical.

The external face of the employer brand is not limited to advertising campaigns or job postings. The table above reveals the organization's multidimensional and strategic touchpoints with potential employees, the public, and the industry. Each external touchpoint functions as an invisible yet powerful pillar in the construction of the employer brand.

Effectively managing these touchpoints enables an organization to position itself not just as a "place to work," but as a "place people want to work."

17.1. Employer Brand Personality

Employer branding is not only about the tangible and intangible benefits a company offers to its employees but also about the brand personality it holds in the eyes of both current employees

and potential candidates. Brand personality is the humanized reflection of a corporate identity. In other words, if the company were a person, what character traits it would have, what it represents, and how it makes people feel. This personality is shaped by the company's culture, communication style, values, and behaviors, and it deeply influences both employee loyalty and external perception.

A strong employer brand personality helps employees build an emotional bond with the organization, encourages candidates to identify with the company, and supports its positioning as a “desired workplace.” Therefore, brand personality should be considered from both the current and potential employee perspectives, as the two groups may have different experiences and perceptions of the same company.

Brand personality means that a brand exhibits traits that can be associated with human characteristics. People can describe a brand as warm, sincere, intelligent, brave, polite, authoritative, confident, or traditional—just like a person. This strengthens emotional attachment and trust in a brand.

In employer branding, brand personality shows how a company makes its employees and candidates feel, what it stands for, and what values it holds dear. As the emotional component of employer branding, brand personality indicates that a company offers more than salaries and benefits—it offers a place within a shared set of values.

When an employee says “this is where I belong,” it results from emotional processes such as cultural fit, value alignment, and personality resonance. At this point, employer brand personality penetrates all aspects of the work experience and directly nurtures the sense of belonging.

17.2. Jennifer Aaker's Brand Personality Model

The most frequently used framework to understand brand personality in employer branding is Jennifer Aaker's (1997) Brand Personality Model. This model categorizes brands based on five major personality dimensions, each associated with human traits:

1. Sincerity

- Sub-traits: Honest, cheerful, wholesome, down-to-earth
- Employer Perspective: Perceived as a company that treats its employees genuinely, communicates openly, and is transparent and trustworthy.

2. Excitement

- Sub-traits: Daring, spirited, imaginative, up-to-date
- Employer Perspective: Seen as dynamic, embracing change, encouraging innovation, and fostering a vibrant work environment.

3. Competence

- Sub-traits: Reliable, intelligent, successful
- Employer Perspective: Viewed as a professional, well-managed company that values employee development.

4. Sophistication

- Sub-traits: Upper-class, charming, prestigious
- Employer Perspective: Considered a luxurious or elite employer, difficult to access but highly admired.

5. Ruggedness

- Sub-traits: Tough, outdoorsy, durable
- Employer Perspective: Seen as a company with a strong culture that thrives under pressure and values discipline and resilience.

This model offers an effective tool for shaping and evaluating how an employer brand is perceived. It also helps organizations assess whether their strategic positioning aligns with their EVP.

17.3. Brand Personality Through the Eyes of Current and Potential Employees

Evaluating brand personality solely through the lens of either candidates or current employees may lead to incomplete and misleading conclusions. The true personality of a company is not defined by the messages it shares but by the extent to which those messages are reflected in the employee experience.

- **From the current employee's perspective:**

- Shaped by daily experiences, interactions with managers, reward systems, internal culture, and career development opportunities.
- More concrete, reality-based, and experience-focused.
- Employees can directly observe whether the company is sincere, success-oriented, oppressive, or flexible.

- **From the potential employee's perspective:**

- Formed through social media posts, career events, word of mouth, employee reviews, and job ad language.
- Largely based on assumptions and expectations.
- Product and service experiences also influence perceptions of personality.
- However, candidates often struggle to imagine a company's internal dynamics without firsthand experience.

In this context, aligning the employer brand's "perceived personality" with the "experienced personality" is a critical success factor.

17.4. Strategic Positioning: Which Brand Personality Fits When?

Each company may choose to highlight a different brand personality based on its industry, talent goals, and corporate values. This variation should be used strategically in employer brand positioning.

For example:

- In fast-moving consumer goods (FMCG), where young and dynamic employees are targeted, "excitement" and "sincerity" may be emphasized.
- In critical sectors like defense or aviation, "competence" and "ruggedness" might be prioritized.
- In luxury or conglomerate structures, "sophistication" may become the brand's defining trait.

When designing an employer brand strategy, one or more of these personality traits should be intentionally selected, and the EVP messages, content, digital communication language, and candidate experience should be shaped accordingly.

17.5. Brand Personality Assessment and Areas for Organizational Improvement

To evaluate the perception of a company's brand personality, both quantitative and qualitative data collection methods should be used:

- Surveys (based on the Aaker model, administered to employees)
- Focus group interviews
- Candidate experience analyses
- Social media content engagement metrics

- Exit interviews

These assessments help reveal which dimensions of brand personality are strong and which areas are lacking. For instance, if the company's EVP is built around sincerity but employees complain about a "formal and distant" culture, this personality misalignment requires a corrective action plan.

For the employer brand to be sustainable and emotionally engaging, it must strategically manage not only what it offers but also how it makes people feel. In this regard, brand personality is the *soul* of the employer's relationship with its employees. Jennifer Aaker's model is especially functional for employer brand strategies because it prompts employees to internally answer questions such as:

- "Who am I working with here?"
- "What kind of character does this organization have?"
- "Do I align with that character?"

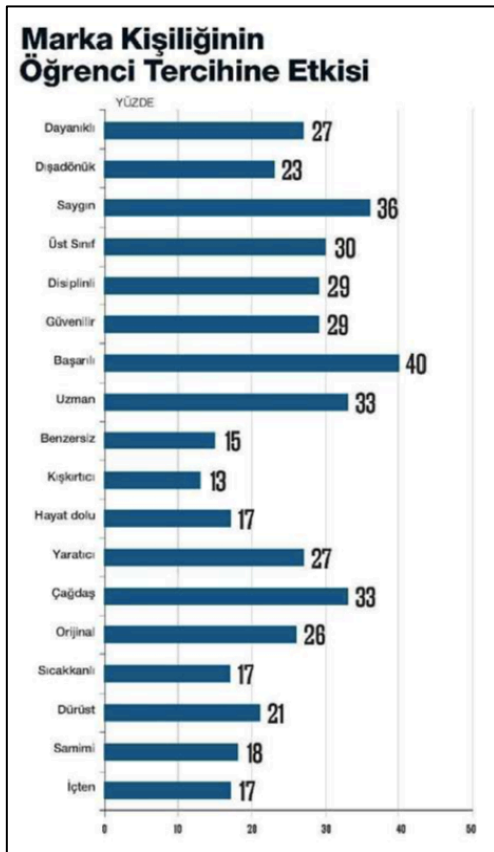
Therefore, just like a person, brands should define and consistently embody character traits such as being sincere, trustworthy, innovative, sophisticated, or resilient throughout the entire employee experience.

Figure 17.1: Brand Personality Scale, Aaker, 1997

Brand Personality

Sincerity	Excitement	Competence	Sophistication	Ruggedness
Realistic	Entrepreneurial	Reliable	Upper Class	Outgoing
Honest	Brave	Intelligent	Charming	Tough
Virtuous	Creative	Successful		
Cheerful	Up-to-date			

Figure 17.2: The Impact of Brand Personality on Student Preference, Bloomberg Türkiye, 2010



The graphic above illustrates the extent to which the brand personality traits of universities or institutions influence students' preferences when choosing a school. The data presented in the

chart reflect concepts that directly correspond with the dimensions of Jennifer Aaker's (1997) Brand Personality Model, offering valuable insights into student perceptions.

1. Most Influential Brand Personality Traits

- **Successful (40%):** For students, perceiving a brand—typically a university in this context—as “successful” holds the highest importance. This indicates that elements such as academic reputation, alumni success stories, national/international rankings, and overall performance directly influence students' decisions.
- **Prestigious (36%):** The perceived prestige and social standing of an institution play a vital role in the decision-making process. Prestige is strongly linked to trust in alumni, faculty reputation, and post-graduation employment prospects.
- **Innovative (33%):** Institutions that quickly adapt to changing global conditions and prioritize technology and research become attractive to students. This relates to a university's modern educational approach, digital infrastructure, and support for entrepreneurship.
- **Expert (33%):** Institutions with deep expertise in specific fields are preferred by students. Schools that stand out in areas such as engineering, medicine, or social sciences reinforce this perception.
- **Trustworthy (29%):** Institutions that provide a stable, transparent structure and care for student rights are preferred. This also strengthens students' sense of belonging.

2. Moderately Influential Traits

- **Sophisticated (30%):** A sense of exclusivity and privilege can be especially prominent in foundation universities. However, this may not be equally decisive for all student profiles.
- **Outgoing (29%) and Dynamic (27%):** Institutions offering an active campus life with frequent events are advantageous for students who value social engagement.
- **Contemporary (26%), Creative (26%), and Original (26%):** Universities that support innovation and diverse thinking stand out with these traits, particularly among students drawn to artistic or social disciplines.

3. Relatively Less Influential Traits

- **Established (15%) and Traditional (17%):** Interestingly, perceptions such as “having a long history” or “being loyal to traditions” appear to have less influence on students. This suggests that new-generation students are more inclined toward brands centered around innovation, dynamism, and modernity.
- **Sincere (17%) and Warm (17%):** While being approachable and friendly is important, these traits are not as impactful as academic success, expertise, and prestige.
- **Disciplined (21%):** Discipline and order may be appealing to students who value seriousness, but overall, it is seen as a less influential factor for the general audience.

These findings clearly show that a university or employer brand must structure its brand personality around dimensions such as "successful," "prestigious," "innovative," and "expert" to attract young talent. However, including traits like social responsibility, originality, and sincerity in the brand personality can help establish an emotional connection with students.

18.1. The Meaning Between Employer Value Proposition (EVP) and Company Culture

An Employer Value Proposition (EVP) is one of the most critical components of an organization's employer branding strategy. It represents a combination of unique benefits and values offered to employees. A strong EVP is key to attracting and retaining top talent. However, many organizations realize that their EVPs do not deliver the expected results. This section provides an in-depth analysis of why EVPs often fail and how to create a more effective one.

1. Lack of Authenticity

One of the primary reasons EVPs fail is a lack of authenticity. An EVP should reflect the daily experiences and realities of employees. However, EVPs often present an idealized version of the company, which leads to disappointment among employees. Inauthentic EVPs make it difficult for employees and candidates to trust the organization's promises.

- **Collect Real and Accurate Data:** Conduct surveys, focus groups, and one-on-one interviews to build an EVP that reflects the actual experiences and perceptions of current employees. Understanding what employees are satisfied with and where they want improvement increases the authenticity of the EVP.

- **Share Employee Stories:** Highlight real employee stories and successes to emphasize the genuineness of the EVP. This offers candidates a realistic perspective and demonstrates employee commitment.

2. Insufficient Communication and Implementation

For an EVP to succeed, it must be effectively communicated and integrated into the company's culture and operations. EVP should not merely be a marketing tool but a part of everyday work life. Poor communication and implementation reduce the EVP's impact and hinder employee understanding.

- **Develop a Comprehensive Communication Strategy:** Use various communication channels such as company intranet, newsletters, social media, and recruitment marketing materials to ensure every employee understands the EVP.
- **Secure Executive and Leadership Support:** Senior leaders must emphasize the importance of the EVP and embody its values in daily business practices. Leadership support shows that the EVP is part of the organizational culture and motivates employees.

3. Misalignment with Company Culture and Values

When the EVP is not aligned with the company's culture and values, it may appear insincere and fail to resonate with employees and candidates. This misalignment can harm internal and external perceptions and lead to trust issues.

- **Clarify Company Values:** Clearly define the company's core values and culture and reflect them in the EVP. This ensures authenticity and credibility.
- **Integrate the EVP:** Ensure the EVP is embedded across all practices, from recruitment to performance evaluations.
- **Create a Balanced EVP:** Incorporate non-financial benefits such as career development opportunities, a supportive work culture, flexible arrangements, and well-being initiatives. Highlight health and wellness programs, flexible hours, and work-life balance efforts.

4. Lack of Differentiation

Many EVPs fail because they are too generic and do not differentiate the company from its competitors. An EVP that resembles others in the market will not stand out.

- **Highlight Unique Features:** Identify and emphasize what makes your organization different from others. Showcase your distinctive culture, values, and work environment to make your company an attractive place to work.
- **Tell Your Brand Story:** Share your company's unique journey and successes to strengthen your EVP. This shows candidates what sets your organization apart and why they should work there.

5. Inconsistent Employee Experience

If the real employee experience does not match the promises made in the EVP, it can lead to dissatisfaction and increased turnover. Inconsistent experiences damage the company's reputation and make it difficult to attract and retain top talent.

- **Continuously Collect Feedback:** Regularly evaluate employee experiences and gather feedback to align them with the EVP. Satisfaction surveys and focus groups are vital tools in this process.
- **Make Realistic Promises:** Ensure the promises made in the EVP are realistic and achievable. Managing expectations helps reduce disappointment and dissatisfaction.

6. Lack of Employee Involvement

An EVP created without employee involvement is likely to miss the mark. Employees are the best source of insight into what makes a company a great place to work, and their input is essential to developing a meaningful and effective EVP.

- **Involve Employees in the Process:** Engage employees in developing the EVP by gathering their insights and feedback. Conduct surveys, focus groups, and workshops to ensure the EVP aligns with employee experiences and expectations.
- **Establish Employee Representatives:** Appoint employee ambassadors from different departments to contribute to the creation and implementation of the EVP. These

representatives help ensure the EVP reflects diverse perspectives and experiences, making it more inclusive.

19.1. Common Deficiencies in the Employer Brand Development Process

In today's business world, building and strengthening an employer brand is of vital importance for attracting and retaining top talent. However, encountering various deficiencies and challenges throughout this process is inevitable. This section outlines the most common shortcomings observed during the development and enhancement of employer branding efforts and offers strategic recommendations to address them.

1. Lack of a Clear and Consistent Brand Message:

Many organizations struggle to communicate a clear and consistent employer brand message. What employees and potential candidates think and feel about the company is critical to the success of the brand. It is essential to clearly define the company's values, mission, and vision and ensure that all communication channels deliver a consistent message—supported by both internal and external communication strategies.

2. Lack of Internal Communication and Employee Involvement:

Strengthening the employer brand requires incorporating employee feedback and suggestions. Yet many companies fall short in this area. Conducting regular employee surveys, collecting feedback, and taking action based on these insights will increase employee commitment. Establishing open communication channels and encouraging participation are equally important.

3. Absence of Diversity and Inclusion Strategies:

The success of an employer brand is closely tied to the effectiveness of its diversity and inclusion policies. Companies lacking in this area may struggle to attract a diverse pool of candidates. It is essential to develop and implement inclusive strategies that appeal to talent from different backgrounds, age groups, and skill sets.

4. Limited Use of Digital Communication and Social Media:

In the digital age, the way a company uses digital communication and social media significantly impacts its employer brand visibility and reputation. Many organizations remain inactive in these areas. Building a strong online presence, sharing regular content, engaging with potential candidates, and showcasing company culture online are key to strengthening the brand.

5. Insufficient Career Development and Training Opportunities:

Employees are increasingly drawn to companies that invest in their professional development. Many organizations fail to provide sufficient learning and growth opportunities. Offering ongoing training programs and clear career paths enhances employee loyalty and reinforces the employer brand.

20.1. Recommendations on How Defining Corporate Culture Supports Employer Branding

Corporate culture is the foundational structure that shapes a company's identity, values, norms, work style, and employee behaviors. As a shared understanding among employees and leaders, culture sends strong signals to both internal and external stakeholders about who the company is and what it stands for. Therefore, clearly defining and managing corporate culture plays a critical role in building and strengthening the employer brand.

Defining corporate culture involves explicitly outlining elements such as:

- Mission and vision
- Core values
- Working styles
- Communication approach
- Leadership philosophy
- Team dynamics
- Approach to employee engagement

This process helps the organization understand its identity, emphasize its strengths, and build a structure that supports the realization of its strategic goals.

The contributions of corporate culture to employer branding can be summarized as follows:

1. Creating a Strong and Consistent Identity:

Culture is the cornerstone of employer branding. A clearly defined culture allows the company to deliver a strong and coherent message to external stakeholders. For example, an organization that embraces an innovative culture can highlight its creative and flexible work environment—an attractive feature for creative talent.

2. Increasing Employee Engagement and Motivation:

When employees understand their role within the organization and align with its values, they become more motivated and committed. Highly engaged and satisfied employees strengthen the company's reputation as a great place to work, and their satisfaction is often visible to outsiders, enhancing the company's appeal.

3. Attracting the Right Talent:

A clearly communicated culture helps the employer brand appeal to the right audience. Talents who resonate with the company's values and work style are more likely to apply. For instance, a company that promotes innovation will attract creative and entrepreneurial candidates.

4. Enhancing the Employee Experience:

Culture directly impacts employees' day-to-day experiences, shaping the work environment, leadership style, and team dynamics. A positive experience strengthens the employer brand. Employee testimonials—whether on social media or in person—serve as authentic endorsements that influence potential candidates.

5. Providing Competitive Advantage:

In today's competitive business landscape, corporate culture is a key differentiator. Among companies offering similar benefits, those with strong cultures stand out. Companies that prioritize employee well-being, for example, are more likely to attract younger generations.

6. Offering a Strong Anchor During Crises:

A strong culture supports employer brand resilience during crises. Culture serves as a guiding compass for employees during difficult times and helps maintain a consistent public image.

7. Enabling Employees to Represent the Brand:

When the culture is well-defined, employees are more willing to act as brand ambassadors. They embody the organization's values and mission, contributing to organic growth of the employer brand through their experiences and public representation.

In conclusion, defining corporate culture ensures that employer branding is not merely a marketing tool, but a foundational element of the organization. It provides clarity to both current employees and potential candidates regarding the organization's identity, objectives, and employee experience. Alignment between culture and brand enhances reputation, increases employee satisfaction and loyalty, and offers long-term strategic value. A well-defined culture

also enables more resilient decision-making and communication during periods of change or crisis. Ultimately, a strong culture reinforces the employer brand and helps position the company as a desirable and trustworthy place to work.

In conclusion, defining corporate culture ensures that employer branding becomes not merely a marketing tool, but one of the fundamental building blocks of an organization. This process clearly articulates the company's identity, strategic goals, and the employee experience it offers—both for current employees and potential candidates. The alignment between corporate culture and employer brand is critically important for an organization's overall success and reputation.

A well-defined culture primarily enhances employee engagement and satisfaction. When employees feel aligned with the values of their organization, their sense of commitment and motivation increases. This leads to higher productivity, innovation, and job satisfaction. Moreover, teams unified around shared cultural values experience stronger internal communication and collaboration.

A clearly articulated culture also establishes a common language and identity within the organization, enabling employees to contribute to its goals more quickly and effectively. From an external perspective, a distinct and visible corporate culture strengthens the employer brand and makes the organization more appealing to prospective talent. When candidates can clearly see a company's values and the experience it offers, they are better able to shape their expectations and establish a stronger connection with the company. This alignment attracts the right talent and reduces the risk of poor fit during the hiring process.

In addition, organizations that successfully reflect their cultural values externally enhance their reputation and present a more trustworthy image to customers, investors, and other stakeholders. Clearly defined cultural values also serve as a compass for employees during times of change, simplifying decision-making and contributing to organizational resilience in both internal and external environments.

Furthermore, a well-articulated culture helps maintain employee loyalty and protects the company's external image during times of crisis. This process not only fosters a sense of belonging among employees but also allows the organization to convey its values effectively to the outside world.

A strong cultural foundation ensures alignment between the employer brand and internal reality, which ultimately positions the organization ahead in the competitive talent market. Therefore, defining corporate culture and integrating it with employer branding is an indispensable step for building a successful and reputable organization.

CHAPTER 5: CONCLUSION AND DISCUSSION

5.1. EXECUTIVE RESPONSES FROM A SECTORAL PERSPECTIVE

The qualitative data collection tool used in this study was designed to conduct in-depth interviews with Human Resources (HR) executives from corporate companies in Turkey. Through the following open-ended questions, comprehensive insights were gathered regarding companies' employer branding strategies, workplace culture practices, employee experience, and corporate communication processes:

1. How would you define your employer branding strategy?
(e.g., is it focused on employee engagement, talent attraction, brand perception, etc.?)
2. What are the core values and principles that shape your workplace culture?
(e.g., values, norms, work style)
3. How do you evaluate the impact of your employer brand on employee engagement and motivation?
(Positive effects, areas for improvement)
4. What strategies do you implement to strengthen your workplace culture?
(e.g., training programs, feedback mechanisms, leadership approaches)
5. Are there any specific projects or initiatives aimed at improving the employee experience?
(e.g., flexible working hours, fringe benefits, reward systems)
6. How is your employer branding strategy shaped by employee feedback?
(e.g., surveys, focus groups, suggestion systems)
7. How do you communicate your employer brand to external stakeholders (e.g., potential candidates, business partners)?
(e.g., social media, career events, job postings)
8. How do you ensure alignment between your workplace culture and employer brand?
(e.g., internal and external communication strategies, cultural alignment analyses)

9. How do you measure the impact of your employer brand on talent attraction and employee retention?
(e.g., performance indicators, recruitment data, employee satisfaction surveys)
10. What new projects or strategies are you planning to implement in the near future to strengthen your employer brand and workplace culture?
(e.g., innovative practices, digitalization, diversity and inclusion initiatives)

Construction Sector Perspective

1. Employer Branding Strategy

Due to its project-based nature, the construction sector is characterized by a high level of employee turnover. Our employer branding strategy is primarily focused on strengthening employee engagement, prioritizing occupational safety, and becoming an employer of choice within the sector. The competitive benefits we offer, career development opportunities, and occupational safety practices form the foundation of our employer brand.

In large-scale projects especially, maintaining high levels of motivation among employees significantly improves field productivity and commitment. For this reason, our company develops policies that consider both the physical and psychological well-being of employees. Additionally, our talent attraction strategy includes close collaborations with universities to bring young engineers and technical staff into the industry.

2. Workplace Culture and Core Values

In the construction sector, workplace culture is largely shaped by field dynamics. The core values underpinning our employer brand include:

- **Occupational Health and Safety:** The safety of our employees is our top priority.
- **Teamwork and Solidarity:** Large projects cannot be completed without a strong team spirit.
- **Innovation and Efficiency:** We constantly improve ourselves by adopting new technologies and sustainable construction techniques.
- **Fairness and Meritocracy:** We provide equal opportunities for career development among our employees.

3. Impact on Employee Engagement

Our employer brand plays a critical role in enhancing employee loyalty. To increase project engagement among field staff, we implement competitive compensation and incentive systems. Moreover, we offer personal development programs to engineers and technical teams, supporting their long-term career goals.

However, due to the sector's nature, employee attrition is common once large projects conclude. To address this, we have established talent pools to reassign staff to upcoming projects. We have also introduced innovations such as ergonomic workspaces and on-site rest areas to reduce the physical challenges faced by field workers.

4. Strategies to Strengthen Workplace Culture

We employ the following strategies to enhance our workplace culture:

- **Occupational Safety Training:** We provide certified occupational safety training programs that all employees are required to attend regularly.
- **Field Motivation Programs:** We implement project-based reward systems to increase employee motivation.
- **Mentorship and Leadership Development:** We pair young engineers with experienced professionals to help them adapt more quickly to the industry.
- **Feedback Mechanisms:** We conduct regular surveys and site visits to ensure that employees' voices are heard.

5. Employee Experience Improvement Projects

Employee experience is of critical importance in the construction sector. In this context, we have implemented the following projects:

- **Streamlining work processes through digitalization:** We use digital work tracking systems to enable our on-site teams to work more efficiently and effectively.
- **Flexible working hours:** We offer remote working and flexible working hours for engineers and office staff.
- **On-site support programs:** We provide psychological support and ergonomic workspaces to protect the health and safety of construction site employees.

6. The Role of Employee Feedback

Employee feedback plays a significant role in the continuous development of our employer brand. We regularly conduct employee satisfaction surveys and site visits to evaluate suggestions from our staff. For example, as a result of feedback gathered last year, we created special resting areas suitable for hot climate conditions for our site workers.

7. Communicating the Employer Brand to External Stakeholders

We use the following channels to promote our employer brand externally:

- **Career fairs and engineering days:** We organize events at universities to attract young talent.
- **Social media and corporate website:** We create content that highlights employee stories and our corporate culture.
- **Industry partnerships:** We strengthen our employer brand through collaborations with sectoral associations and academic institutions.

8. Alignment Between Workplace Culture and Employer Brand

To ensure alignment between our employer brand and internal culture, we have strengthened our internal communication channels. We develop policies that meet employee expectations and organize internal communication meetings to include everyone in the process.

9. Measurement Methods

We use the following metrics to evaluate the effectiveness of our employer brand:

- Employee satisfaction surveys
- Workplace accident and safety violation statistics
- Employee turnover and retention rates

We regularly analyze these data points to make strategic decisions that strengthen our employer brand.

10. Planned Projects for the Future

In the upcoming period, we plan to implement the following projects to strengthen our employer brand and workplace culture:

- **Digital occupational health tracking systems:** We will develop AI-supported monitoring systems to increase employee compliance with safety procedures.
- **Occupational safety academy:** We will create an in-house training program to support continuous development of our employees.
- **More diversity and inclusion initiatives:** We will develop policies to increase the number of female engineers and site workers.

11. Tourism and Hospitality Sector Perspective

1. Employer Branding Strategy

The tourism and hospitality sector prioritizes employee satisfaction just as much as customer satisfaction. The core of our employer branding strategy is to elevate employee experience to the highest level, thereby ensuring sustainable service quality. We offer benefit packages and training programs that encourage long-term careers in the sector.

Due to the high turnover rate in the industry, we have developed special motivation and reward programs to increase employee loyalty. Additionally, as an international brand, we place a strong emphasis on creating a multicultural and inclusive work environment.

2. Workplace Culture and Values

- Customer satisfaction and service quality
- Team spirit and solidarity
- Flexibility and problem-solving orientation
- Diversity and inclusion

3. Impact on Employee Engagement

Our strong employer brand significantly enhances employee motivation and job satisfaction, especially during high season. One of the top expectations of hotel employees is a fair and

supportive work environment. To foster employee engagement, we have developed systems that reward individual performance.

However, creating lasting engagement can be challenging due to the presence of seasonal workers. Therefore, we offer long-term career planning for fixed-term employees and integrate them into our ongoing talent pool.

4. Strategies to Strengthen Workplace Culture

- Service quality and customer satisfaction training
- Career development programs for employees
- Inter-departmental rotation opportunities
- In-house social events and motivation meetings

5. Projects to Improve Employee Experience

- Improving accommodation and transportation facilities for staff
- Monthly performance-based reward systems
- Employee support programs (psychological support, stress management training)

6. The Role of Employee Feedback

Employee feedback is one of the most important building blocks of our employer brand. We regularly conduct employee satisfaction surveys at our hotels and establish feedback platforms to ensure direct communication between management and staff.

7. Communicating the Employer Brand to External Stakeholders

It is essential to communicate our employer brand accurately to external stakeholders in the tourism sector. In this context, we apply the following strategies:

- Joint programs with universities and tourism schools
- Sharing employee stories on social media and career platforms
- Participation in industry events and promotional campaigns

8. Consistency Between Workplace Culture and Employer Brand

In the service sector, it is vital that the employer brand aligns directly with the employee experience. For this reason, management teams meet regularly with frontline staff to ensure the hotel culture is applied consistently at all levels.

9. Measurement Methods

- Employee satisfaction surveys
- Staff turnover analysis
- Internal promotion rates and career progression data

10. Planned Projects for the Future

- Continuous learning through a digital training platform
- Hybrid working model (remote work options for back-office employees)
- Initiatives to increase the ratio of female employees

E-Commerce Sector Perspective

1. Employer Branding Strategy

In the e-commerce sector, the core strategy of our employer brand is to attract and retain talent by creating an innovative, fast-paced, and dynamic working environment. As a technology-focused company, we develop specialized programs aimed at young talents.

2. Workplace Culture and Values

- Digital transformation and innovation
- Data-driven decision-making
- Agile working model
- Inclusivity and diversity

3. Impact on Employee Engagement

Our employer brand strengthens employee engagement by fueling their interest in technology and innovation. However, due to the intense work pace in the e-commerce industry, burnout can occur. For this reason, we develop practices that support work-life balance.

4. Strategies to Strengthen Workplace Culture

- Flexible working hours and hybrid work model
- Internal entrepreneurship and innovation contests
- Talent development camps

5. Projects to Improve Employee Experience

- Digital wellness programs
- Instant reward systems
- Remote work support packages

6. Role of Employee Feedback

We continuously gather employee ideas to ensure their participation in innovative projects.

7. Communicating Employer Brand to External Stakeholders

We strengthen our employer brand by sharing employee experiences on LinkedIn and YouTube.

8. Alignment Between Workplace Culture and Employer Brand

We implement the same culture of flexibility and innovation internally that we promote externally, thus keeping our promises to employees.

9. Measurement Methods

- Feedback from recruitment processes
- Employee satisfaction scores
- Career advancement rates

10. Planned Projects

- AI-supported learning and career development platform
- Mentorship programs to enhance employee engagement

Automotive Sector Perspective

1. Employer Branding Strategy

In the automotive sector, which has an engineering- and production-oriented structure, our employer branding strategy focuses on technology, sustainability, and employee engagement. Especially with the rise of electric and autonomous vehicles, we

continuously update our employer brand to attract and retain talent. We collaborate closely with universities and technical schools to bring young engineers and technicians into our sector. We also develop innovative projects focused on digitalization and R&D to enhance the employee experience.

2. Workplace Culture and Values

- Engineering excellence and innovation
- Agility and sustainability
- Teamwork and safety
- Employee development and long-term career opportunities

3. Impact on Employee Engagement

A strong employer brand helps us create an attractive working environment for engineers and technical staff. We offer continuous training and R&D support to help employees adapt to technological changes. However, the high global competition in the sector presents challenges for talent management. To increase engagement, we offer personalized career paths and internal rotation opportunities so that employees gain diverse experiences.

4. Strategies to Strengthen Workplace Culture

- Involving employees in projects at R&D and innovation centers
- Forming multidisciplinary teams to promote flexible and innovative ways of working
- Leadership development programs to support career planning

5. Projects to Improve Employee Experience

- Remote and hybrid work models for white-collar staff
- Global rotation programs for engineers and technical personnel
- Projects encouraging female engineers to increase inclusivity

6. Role of Employee Feedback

We regularly collect feedback from employees to shape our employer brand. We have set up separate feedback mechanisms for engineers and production staff—holding field meetings for the latter and digital feedback platforms for the former.

7. Communicating Employer Brand to External Stakeholders

- University partnerships and engineering days
- Showcasing innovation projects on social media and career platforms
- Organizing employer branding events at automotive fairs

8. Alignment Between Workplace Culture and Employer Brand

To ensure alignment, we analyze employee expectations and have created a structure that encourages free idea-sharing, especially in R&D projects.

9. Measurement Methods

- Employee satisfaction surveys
- Career progression speed of engineers
- Internal promotion rates and talent management data

10. Planned Projects

- Digital learning platforms for automotive engineers
- An employee experience program offering more flexible benefits
- Training to support development in electric vehicle technologies

Aviation and Defense Sector Perspective

1. Employer Branding Strategy

In the aviation and defense sector, the most important element of our employer brand is to create a work environment that promotes high technology, R&D, and engineering excellence. In a sensitive field like defense, it is critical for employees to align with company culture. To retain skilled talent, we develop specialized programs that support employees' long-term career goals.

2. Workplace Culture and Values

- Engineering and innovation
- Security and sensitivity
- Long-term career opportunities
- Teamwork and project-based work structure

3. Impact on Employee Engagement

Our employees are looking to build long-term careers in the sector. We support their

professional development with technology advancement programs, graduate and doctoral education support.

4. Strategies to Strengthen Workplace Culture

- Project-based leadership programs for engineers
- Technical seminars to enhance internal knowledge sharing
- Training on defense industry security standards

5. Projects to Improve Employee Experience

- Digital engineering laboratories
- Education scholarships for employees working in the defense sector

6. Role of Employee Feedback

We gather expectations through surveys and one-on-one meetings and ensure that employees are directly involved in R&D processes.

7. Communicating Employer Brand to External Stakeholders

- Promoting our employer brand at defense industry fairs
- Creating internship and job opportunities in collaboration with engineering faculties

8. Alignment Between Workplace Culture and Employer Brand

During the hiring process, we prioritize cultural fit and alignment with organizational values in addition to technical competence.

9. Measurement Methods

- Employee loyalty rate
- Participation rate in R&D projects

10. Planned Projects

- International training programs tailored for employees in the defense sector
- Modular training for internal rotation and career development

Banking and Finance Sector Perspective

1. Employer Branding Strategy

The banking and finance sector is attractive in terms of career development, financial stability, and job security, but it also presents a stressful and competitive environment. Therefore, the core strategy of our employer brand is to create a culture that supports both the professional and personal development of employees, while ensuring a sustainable working environment.

In a sector where digital transformation is advancing rapidly, we aim to build a data-driven, customer-focused, and agile organizational structure to attract new talent and retain existing employees. Offering financial stability alone is not enough to keep our employer brand strong—we must also foster an innovative mindset, support inclusivity, and create a culture that values people.

Our key focus areas:

- Attracting new talent in digitalization and fintech
- Enhancing employee well-being and ensuring psychological safety
- Providing performance-based rewards and career development opportunities
- Promoting a culture of innovation in banking

2. Workplace Culture and Values

Given the high-paced and regulation-driven nature of the financial sector, our workplace culture is built on the following core values:

- **Integrity and ethical values:** Trust is essential in financial services, making ethics and compliance critical.
- **Customer centricity:** Our bank's success is directly linked to the quality of service provided to clients.
- **Innovation and investment in technology:** We continuously improve our processes by keeping up with digital banking and fintech trends.
- **Employee well-being:** Due to high stress levels in the finance sector, we invest in our employees' mental health.
- **Sustainability and social responsibility:** We adopt corporate citizenship through green financing, ethical investment funds, and community-focused projects.

3. **Impact on Employee Engagement**

We regularly analyze the impact of our employer brand on employee engagement. To support long-term career planning, we have implemented various initiatives:

- **Career mapping and internal promotion programs:** Through rotation programs, leadership academies, and internal advancement systems, we support employees in reaching their long-term career goals.
- **Performance-based incentives:** We reward high performers with bonuses, stock options, and additional benefits.
- **Mentorship and leadership development:** We've launched a "Leaders Mentorship Program" to connect young talents with senior leadership.

However, there is room for improvement. For example, demand for flexible work arrangements has increased significantly post-pandemic, and we are working to make our policies more inclusive in this area.

4. **Strategies to Strengthen Workplace Culture**

We apply the following strategies to support employee development and build a strong workplace culture:

- **Technical training in digital banking:** We encourage employees to get training in AI, blockchain, and data analytics.
- **Open-door policy:** All employees can easily communicate with managers and share their ideas.
- **Employee clubs and events:** Activities in sports, arts, and volunteering help increase engagement outside of work.
- **Projects to boost inclusivity:** We implement women's leadership programs, disability-inclusive policies, and diversity-driven hiring practices.

5. **Projects to Improve Employee Experience**

One of the biggest challenges in the finance sector is maintaining a work-life balance. To address this, we have implemented the following projects:

- **Hybrid work model:** We allow white-collar employees to work from home on selected days.

- **Financial wellness and investment counseling:** We offer financial advisory services to support employees in managing their personal finances.
- **Psychological support and stress management programs:** We have established internal helplines to help reduce stress in the banking environment.

6. **Role of Employee Feedback**

Employee feedback plays a crucial role in the development of our employer brand. We conduct regular satisfaction surveys, focus groups, and one-on-one interviews to understand expectations and needs. For instance, a recent survey revealed a demand for more flexible benefits, leading us to launch a new flexible benefits package.

7. **Communicating the Employer Brand to External Stakeholders**

To effectively reflect our employer brand externally, we take the following steps:

- **LinkedIn and social media campaigns:** We share employee success stories and collaborate with industry leaders to enhance brand prestige.
- **University collaborations and fintech events:** Through the “Young Bankers Program,” we attract recent graduates.
- **Industry awards and rankings:** We actively participate in rankings of top employer brands.

8. **Consistency Between Workplace Culture and Employer Brand**

We place great importance on ensuring that our employer brand reflects our internal culture and is not merely a marketing tool. We promote transparent communication among leadership and conduct regular feedback sessions with employees.

9. **Measurement Methods**

We use the following metrics to assess the effectiveness of our employer brand:

- Employee engagement score
- Employee turnover rate
- Internal promotion rate
- Candidate satisfaction surveys during recruitment

10. **Planned Projects for the Future**

In the coming years, we aim to strengthen our employer brand through the following initiatives:

- Offering continuous learning via a digital training platform
- Expanding the hybrid work model to more employees
- Developing new flexible benefit programs that enhance employee well-being
- Launching leadership programs to increase the ratio of women in management

Telecommunications and Technology Sector Perspective

1. Employer Branding Strategy

The telecommunications and technology sector requires a constantly evolving employer branding strategy due to its fast-changing dynamics and intense competition. Our employer brand is built on the pillars of innovation, digitalization, flexibility, and investment in employee development.

In this sector, we expect our employees to be creative, analytical, and open to continuous learning. Therefore, we develop talent acquisition strategies that support personal development and take a long-term perspective on career journeys. Our employer brand aims to attract young talent to the tech field and retain experienced professionals within the industry.

Key Focus Areas:

- **Talent Attraction and Employee Engagement:** We develop innovative career programs to attract young engineers and data analysts to the telecommunications sector.
- **Digital Transformation and Agile Organization:** We promote remote and hybrid working models to create a flexible and productive work culture.
- **Innovation and R&D Support:** We run internal innovation programs that encourage employees to generate new ideas.
- **Increasing Female Employment in Tech:** We design special programs to increase the presence of women engineers and developers in the sector.

2. Workplace Culture and Values

Our workplace culture in the telecommunications sector is built on a dynamic, innovative, and solution-oriented environment. To support this culture, our core values include:

- **Innovation:** Due to the fast pace of change in the sector, our employees are expected to continuously learn and take part in innovation.

- **Flexibility:** We support remote working models as part of our digital transformation.
- **Teamwork and Knowledge Sharing:** As telecom projects are managed by large teams, collaboration is essential.
- **Continuous Learning:** We've created a learning ecosystem to help employees stay up to date with rapid developments in digital technologies.

3. Impact on Employee Engagement

One of the most important aspects of our employer brand is increasing employee motivation and commitment. To reduce burnout caused by the high-paced work environment in telecom, we implement:

- **Flexible Working Hours and Hybrid Model:** We made hybrid work permanent after the pandemic to support work-life balance.
- **Internal Innovation Programs:** We organize intrapreneurship and innovation competitions to help employees bring their ideas to life.
- **Career Mapping and Rotation Programs:** We support long-term career planning by offering opportunities in different departments.
- **Employee Support Programs:** We provide psychological support and stress management training to support mental well-being.

4. Strategies to Strengthen Workplace Culture

To enhance our workplace culture and increase employee commitment, we apply:

- **Open Communication Channels:** We created digital feedback tools to enable direct communication between employees and top management.
- **Mentorship and Leadership Programs:** We match junior engineers with experienced staff to accelerate career development.
- **Recognition Systems:** We reward employees involved in successful projects to strengthen their connection to the company.

5. Projects to Improve Employee Experience

Improving the employee experience is critical for successful innovation. Our projects include:

- **Digital Learning Platforms:** Online courses in AI, 5G, and big data analytics.

- **Programs to Increase Female Participation in Tech:** Our “Women Engineers Program” supports more inclusive employment.
- **Social Engagement Activities:** We encourage participation in social responsibility projects to increase belonging.

6. Role of Employee Feedback

Employee feedback plays a major role in shaping our employer brand. We regularly conduct satisfaction surveys to understand expectations. Based on the feedback, we developed flexible benefits and remote work options.

7. Communicating the Employer Brand to External Stakeholders

To reflect our employer brand externally, we use these strategies:

- Sharing employee stories on LinkedIn and social media.
- Organizing career programs with universities.
- Attending tech events to connect with potential talents.

8. Consistency Between Culture and Employer Brand

To ensure our employer brand reflects our internal culture, we prioritize internal communication. We involve employees directly in processes rather than creating top-down solutions that don’t match their expectations.

9. Measurement Methods

We use the following metrics to assess our employer brand performance:

- Employee engagement surveys
- Satisfaction scores
- Internal promotion rates
- Candidate experience scores in recruitment

10. Planned Future Projects

- Launching AI-powered employee development platforms
- Expanding digital health and mental support systems

- Starting global talent programs to increase diversity in tech

Insurance Sector Perspective

1. Employer Branding Strategy

The insurance sector prioritizes customer trust and risk management. Our employer brand strategy is built on supporting the professional growth of our employees, enabling them to build long-term careers in the sector, and helping them specialize in insurance.

To attract and retain talent, our employer brand focuses on the following key areas:

- **Attracting talent in digitalization and insurtech:** We aim to position ourselves as an innovation-driven brand by transitioning from traditional to digital insurance and drawing top talent into the sector.
- **Providing continuous development opportunities:** We offer training and certification programs in risk management, actuarial science, and customer experience.
- **Flexible and hybrid working models:** Unlike traditional insurance models, we provide our employees with flexible working opportunities.

2. Workplace Culture and Values

Our workplace culture in the insurance industry is based on trust, expertise, and customer orientation. Employees are expected to have technical knowledge and the ability to quickly and accurately analyze customer needs.

Key cultural values include:

- **Risk awareness:** We encourage employees to be detail-oriented and make informed decisions.
- **Transparency and trust:** As trust is crucial in financial services, we foster a culture of open communication.
- **Customer focus:** Customer satisfaction is critical for the sustainability of the business.
- **Continuous learning:** We provide regular training to help employees improve their technical expertise.

3. Impact on Employee Engagement

Our employer brand includes a range of programs aimed at increasing employee loyalty and supporting specialization in the sector:

- **Actuarial and risk management training:** We help employees accelerate their career development by supporting certification processes.
- **Flexible working options:** We promote a balance between office and remote work to improve employee satisfaction.
- **Recognition systems:** Employees contributing to policy sales are rewarded through incentive programs.

4. Strategies to Strengthen Workplace Culture

To boost employee engagement and reinforce workplace culture, we implement:

- **Insurance academies:** In-house training to strengthen technical knowledge.
- **Leadership and mentorship programs:** Pairing new hires with experienced industry leaders.
- **Work-life balance initiatives:** Stress management and mental health support programs to promote employee well-being.

5. Projects to Improve Employee Experience

To enhance employee experience in the insurance sector, we have launched the following initiatives:

- **Digital insurance tools** to provide a more efficient work environment.
- **Remote learning platforms** to invest in employee development.
- **Regular engagement surveys** to gather ongoing feedback.

6. Role of Employee Feedback

We regularly gather feedback from employees to improve business processes. One of the most prominent concerns was workload management, so we made organizational adjustments to better balance workloads.

7. Communicating the Employer Brand to External Stakeholders

To strengthen our employer brand in the insurance sector, we implement the following strategies:

- Share employee success stories on LinkedIn and our career pages.
- Collaborate with universities to attract young talent into the insurance industry.
- Promote our employer brand at industry events and conferences.

8. Aligning Workplace Culture with Employer Brand

We ensure our employer brand is aligned with our internal culture by aligning employee career expectations with organizational goals. We regularly evaluate employee feedback to maintain a dynamic employer brand structure.

9. Measurement Methods

We use the following metrics to assess the success of our employer brand:

- Employee engagement surveys
- Turnover rate
- Internal promotion rates and employee satisfaction scores

10. Planned Future Projects

To stay competitive in the insurance sector and strengthen our employer brand, we plan to:

- Develop training programs to enhance employee competencies in the insurtech field
- Expand inclusive and diversity-focused hiring processes
- Offer new flexible benefit packages to increase employee loyalty

Energy and Renewable Energy Sector Perspective

1. Employer Branding Strategy

The energy sector is undergoing a significant transformation, transitioning from traditional fossil fuels to renewable energy sources. This shift necessitates attracting skilled engineers, energy experts, and professionals committed to environmental sustainability. Our employer branding strategy focuses on:

- **Developing and Attracting Talent for Sustainable Energy Projects:** Positioning ourselves as a leading employer for professionals eager to contribute to renewable energy initiatives.

- **Providing Global Opportunities:** Offering our engineers and specialists chances to participate in international projects and training in the renewable energy sector.
- **Establishing a Technology-Centric Employer Brand:** Emphasizing our commitment to smart grids, energy storage technologies, and digital energy solutions to attract tech-savvy talent.

2. Workplace Culture and Values

Our workplace culture is built on safety, sustainability, and innovation. We expect our employees to embody:

- **Safety and Environmental Responsibility:** Prioritizing workplace safety and environmental sustainability as integral to our corporate ethos.
- **Innovation and Continuous Improvement:** Encouraging the development of innovative solutions to meet the evolving demands of the energy sector.
- **Teamwork and Multidisciplinary Collaboration:** Fostering an environment where professionals from various fields work together to drive progress.

3. Impact on Employee Engagement

To enhance employee engagement, we implement strategies such as:

- **Internal Rotation and Project-Based Work Models:** Allowing employees to gain diverse experiences across different projects, promoting continuous learning.
- **Participation in Environmental Sustainability Projects:** Enabling employees to contribute to global energy transformation efforts, instilling a sense of purpose.
- **Flexible Work Options:** Offering hybrid and field-based work arrangements to help employees maintain work-life balance.

4. Strategies to Strengthen Workplace Culture

We aim to reinforce our workplace culture through:

- **Green Energy Awareness Training and Workshops:** Educating employees about renewable energy and sustainability practices.
- **Safety and Sustainability-Focused Leadership Programs:** Ensuring our leaders exemplify commitment to these core values.

- **Encouraging Participation in R&D Projects:** Involving employees directly in initiatives aimed at improving energy efficiency and developing renewable energy solutions.

5. Employee Experience Enhancement Projects

To improve the employee experience, we have initiated:

- **Comprehensive Training Programs and Certification Opportunities:** Facilitating access to international accreditation programs to keep our workforce at the forefront of industry developments.
- **Work-Life Balance Support Initiatives:** Offering health programs that cater to both mental and physical well-being.
- **Mentorship and Coaching Programs:** Pairing experienced employees with newer professionals to share knowledge and enhance skills.

6. Role of Employee Feedback

We regularly analyze employee feedback to improve working conditions. Recent surveys have led to enhanced working environments and safety training for field staff.

7. Communicating Employer Brand to External Stakeholders

To project our employer brand externally, we:

- **Actively Participate in Industry Conferences and University Events:** Engaging with the broader community to showcase our initiatives.
- **Promote Renewable Energy Projects on Social Media:** Sharing employee experiences and project successes to highlight our commitment.
- **Collaborate with Green Energy Start-Ups:** Attracting young talent by partnering with innovative companies in the sector.

8. Alignment of Workplace Culture and Employer Brand

We ensure our employer brand authentically reflects our internal culture by embedding sustainability and safety values at all organizational levels.

9. Measurement Methods

We assess the success of our employer branding through:

- **Employee Satisfaction Scores**
- **Workplace Safety Incident Rates and Improvement Processes**
- **Employee Engagement and Internal Promotion Rates**
- **Career Development and Training Participation Rates**

10. Planned Projects for the Future

To further strengthen our position in the energy sector, we plan to:

- **Develop Employee Skills in Green Energy:** Launching training programs focused on solar, wind, and hydroelectric projects.
- **Enhance Diversity and Inclusion Policies:** Implementing targeted recruitment and training programs to increase the representation of women engineers.
- **Initiate Global Talent Programs:** Creating new rotation opportunities for employees to gain international project experience.
- **Offer AI and Data Analytics Training in the Energy Sector:** Enhancing digital competencies to accelerate the integration of technology in our operations.

Pharmaceutical and Biotechnology Sector Perspective

1. Employer Branding Strategy

The pharmaceutical and biotechnology sector is deeply rooted in scientific research and innovation, making it imperative to attract and retain highly qualified professionals such as scientists, researchers, engineers, and healthcare experts. Our employer branding strategy focuses on:

- **Promoting Scientific Excellence and Ethical Standards:** We aim to foster a culture where employees are passionate about their work and are encouraged to make meaningful contributions to the industry.

- **Creating an Innovation and R&D-Centric Work Environment:** By supporting our employees in developing next-generation drugs and biotechnological solutions, we cultivate a workspace that thrives on innovation.
- **Offering Career Development Opportunities to Enhance Employee Engagement:** We implement programs designed to attract young scientists and researchers to the sector, providing clear pathways for career advancement.
- **Encouraging Diversity and Inclusion:** Our organization values professionals from various disciplines, ensuring a collaborative and inclusive work environment.

2. Workplace Culture and Values

Our workplace culture is built upon ethical principles, scientific excellence, and a patient-centric approach. We expect our employees to embody the following core values:

- **Scientific Curiosity and Innovation:** We support continuous research and the development of new treatment methods.
- **Patient Safety and Ethical Responsibility:** Protecting human health is the cornerstone of all our activities.
- **Teamwork and Multidisciplinary Collaboration:** We facilitate cooperation among professionals from various fields, including chemical engineers, biologists, physicians, and data scientists.
- **Sustainability and Environmental Responsibility:** Our production processes adhere to environmentally friendly policies.

3. Impact on Employee Engagement

To enhance employee engagement, our employer brand implements the following strategies:

- **Specialized Development Programs for R&D Staff:** We provide opportunities for employees to participate in the development of new molecules and clinical research.
- **Flexible Work Models:** We offer shift arrangements for laboratory staff and hybrid work options for clinical research professionals.
- **Instilling Purpose in Work:** We ensure that every employee understands the significance of their role in improving patients' lives.

Data indicates that employees' search for meaning in their work and the availability of personal development opportunities are among the most influential factors affecting engagement levels.

4. Strategies to Strengthen Workplace Culture

To reinforce our workplace culture, we have implemented the following initiatives:

- **Formation of Cross-Functional Teams:** We develop projects that encourage employees to gain knowledge across various disciplines.
- **Leadership Development Programs:** We train R&D managers to engage directly with scientists, fostering effective leadership.
- **Internal Innovation Competitions:** We support employees' new ideas, integrating them into the R&D process.
- **Corporate Social Responsibility Projects:** We encourage employees to actively participate in initiatives aimed at improving public health.

5. Projects to Improve Employee Experience

Recognizing that employee experience in the pharmaceutical sector is significantly influenced by workload management, professional development opportunities, and participation in innovative projects, we have undertaken the following projects:

- **Digital Health Solutions and AI-Supported Analysis Platforms:** We enhance efficiency in drug development processes through advanced technologies.
- **Development Programs for Clinical Research Staff:** We facilitate employees' adaptation to the latest industry developments.
- **Academic Development Initiatives:** We offer joint projects with universities and academic career opportunities.
- **Environmentally Friendly Drug Production Processes:** We ensure our employees work in an eco-conscious environment through sustainable production practices.

6. Role of Employee Feedback

Employee feedback is crucial in shaping our employer brand. We utilize the following methods to gather insights:

- **Annual Employee Satisfaction Surveys**

- **Focus Group Discussions**
- **Internal Innovation Suggestion Systems**

Based on the feedback received, we have implemented initiatives to reduce workplace stress and developed benefits packages aligned with employee expectations.

7. Communicating the Employer Brand to External Stakeholders

To effectively convey our employer brand externally, we employ the following strategies:

- **Participation in Leading Global Pharmaceutical Conferences**
- **Investment in Academic Research Projects**
- **Collaborative Scholarship Programs and Internship Opportunities with Universities**
- **Showcasing Internal Innovation Successes on Social Media and Career Platforms**

8. Alignment of Workplace Culture and Employer Brand

To ensure our employer brand aligns with our workplace culture, we:

- **Actively Involve Employees in R&D and Innovation Processes**
- **Foster an Environment Where Scientists Can Freely Express Their Ideas**
- **Adhere to Ethical Standards Prevalent in the Pharmaceutical Industry**

9. Measurement Methods

To assess the effectiveness of our employer brand, we monitor the following metrics:

- **Employee Satisfaction Scores**
- **Employee Engagement and Turnover Rates**
- **Internal Promotion Rates and Participation in Development Programs**
- **Involvement in Clinical Research Activities**

10. Future Planned Projects

To further strengthen our employer brand in the pharmaceutical sector, we plan to implement the following projects:

- **Establishment of Academic Scholarship Programs Supporting Development in Biotechnology**
- **Increased Utilization of AI and Big Data in Drug R&D Processes**
- **Initiation of Special Career Programs Supporting Women Scientists**
- **Expansion of Internal Entrepreneurship Programs to Enhance Employee Involvement in Innovation**

Logistics and Transportation Sector Perspective

1. Employer Brand Strategy

The logistics and transportation sector is characterized by intense competition, high employee turnover, and physically demanding work conditions. To address these challenges, our employer brand strategy is built upon three core principles:

- **Enhancing Workplace Safety and Employee Well-being:** We develop policies that support the physical and mental health of our employees, recognizing the demanding nature of logistics roles.
- **Supporting Digital Transformation and Automation:** By introducing our workforce to new logistics technologies, we ensure they are integral to the industry's evolution.
- **Promoting Employee Development:** We create training and development programs tailored for young talents aspiring to build careers in logistics.

2. Workplace Culture and Values

Our workplace culture in the logistics sector revolves around discipline, collaboration, and swift decision-making. Our fundamental values include:

- **Timely and Secure Deliveries:** The success of our operations hinges on meticulous and attentive work by our employees.
- **Occupational Health and Safety:** Ensuring the safety of our employees is our top priority.
- **Continuous Improvement and Efficiency:** We focus on enhancing our operations through technology and process optimizations.

- **Teamwork and Coordination:** Effective communication and coordination among different departments are essential in logistics.

3. Impact on Employee Engagement

To bolster employee engagement, we implement the following initiatives:

- **Reducing Workload through Digitization:** Modernizing warehouse management systems to enable more efficient work processes.
- **Special Support Programs for Drivers and Field Workers:** Providing rest areas, incentive systems, and health support to manage workloads effectively.
- **Performance-Based Reward Systems:** Offering incentives based on delivery punctuality, customer satisfaction, and operational success.
- **Internal Rotation Opportunities:** Facilitating career development by allowing employees to gain experience in various areas such as warehouse management, fleet operations, and customs procedures.

4. Strategies to Strengthen Workplace Culture

To ensure employees feel valued, we adopt the following strategies:

- **Safety Awareness Training:** Conducting regular training sessions to raise awareness about occupational health and safety.
- **Enhancing Management-Employee Interaction:** Organizing monthly 'Open Door' meetings for managers to directly address field employees' concerns.
- **Motivational Reward Systems:** Implementing programs like 'Driver of the Month' and 'Warehouse Employee of the Month' to recognize outstanding performance.
- **Investments in Technology and Automation:** Utilizing innovative solutions such as robotic warehouse systems and automated loading systems to streamline work processes and reduce physical strain.

5. Projects to Improve Employee Experience

Our initiatives to enhance employee experience in the logistics sector include:

- **Employee Satisfaction Surveys and Suggestion Boxes:** Evaluating employee feedback to implement improvements in work processes.

- **Hybrid Work Model for White-Collar Employees:** Expanding remote work opportunities for operational center staff
- **International Certification Programs:** Supporting employees in obtaining certifications to advance their careers in logistics expertise.

6. Role of Employee Feedback

To understand employee needs and improve processes, we utilize:

- **Regular Employee Satisfaction Surveys**
- **One-on-One Meetings and Focus Group Studies**
- **Internal Suggestion Systems**

For instance, based on recent employee feedback, we invested in new equipment to reduce physical strain during loading and unloading processes.

7. Communicating Employer Brand to External Stakeholders

To ensure our employer brand is perceived accurately within and outside the industry, we implement the following strategies:

- **Participation in Industry Fairs and Logistics Conferences**
- **Sharing Employee Stories on Social Media Platforms**
- **Collaborating with Universities to Attract Young Talent to the Sector**

8. Alignment of Workplace Culture and Employer Brand

To align our employer brand with our company culture, we have:

- **Made Occupational Health and Safety Training Mandatory**
- **Enhanced Accessibility to Development Opportunities for Employees**
- **Aligned Internal Policies with the Experiences of Field Employees**

9. Measurement Methods

To assess the effectiveness of our employer brand, we monitor:

- **Employee Engagement and Turnover Rates**

- **Results from Satisfaction Surveys**
- **Internal Promotion Rates**
- **Employee Productivity Analyses in Logistics Processes**

10. Future Planned Projects

To further enhance employee engagement and strengthen our employer brand in the logistics sector, we plan to implement the following projects:

- **Supporting Employee Certification Processes through a Digital Training Platform**
- **Developing Special Employment Programs to Increase the Proportion of Female Employees**
- **Expanding Remote Work and Flexible Working Hour Options**
- **Constructing Improved Rest Areas and Social Facilities for Employees**
- **Developing Dynamic Route Optimization Systems to Facilitate Workload Management for Drivers**

Retail and Consumer Products Sector Perspective

1. Employer Brand Strategy

The retail sector, with its fast-paced dynamics, high competition, and customer-centric structure, is one of the most challenging industries for ensuring employee engagement. Our employer brand strategy focuses on encouraging long-term careers for employees in both store and head office roles, improving employee experience, and becoming one of the most preferred employers in the sector.

We have built this strategy around three main objectives:

- **Creating a customer-focused workforce:** We recognize that employees have a direct impact on customer experience. Therefore, we offer special incentives to those who contribute to customer satisfaction.
- **Increasing employee engagement:** To reduce the high turnover rate in retail, we provide flexible work models, fair compensation, and career development programs.

- **Strengthening brand ambassadorship:** We have enhanced our internal communication strategies to ensure employees represent our brand effectively.

2. Workplace Culture and Values

Our workplace culture in the retail industry is built on dynamism, customer satisfaction, and teamwork. We expect our employees to:

- Be fast and adaptable to change
- Work collaboratively across departments such as stores, warehouses, and headquarters
- Always prioritize customer satisfaction
- Embrace continuous development and learning

3. Impact on Employee Engagement

To enhance employee engagement, we have implemented the following strategies:

- **Flexible working hours and shifts:** We have developed flexible scheduling systems to help store employees maintain work-life balance.
- **Increasing internal promotion rates:** We provide rotation opportunities for employees to move into higher positions both in-store and at headquarters.
- **Employee well-being programs:** We offer mental health support to address the challenges of long working hours in retail.
- **Performance-based incentives:** We use sales-based reward systems to increase motivation.

4. Strategies to Strengthen Workplace Culture

To strengthen our culture and ensure long-term employee commitment, we focus on:

- **Adopting the “internal customer” approach:** We treat employees as internal customers and continuously develop projects to improve their experience.
- **Leadership development programs:** We provide training programs for store and head office leaders.
- **Enhanced communication channels:** We implement open-door policies and survey systems for direct employee feedback.
- **Employee involvement in processes:** We consider employee suggestions to develop customer experience improvement projects.

5. Projects to Improve Employee Experience

To enhance employee experience in the retail sector, we have initiated the following projects:

- **Technology-supported processes:** We use digital solutions in inventory tracking, sales analytics, and customer service to reduce employee workload.
- **Recognition and reward programs:** We reward high-performing employees to boost satisfaction.
- **Training and career development platforms:** We offer mobile and digital learning tools for skill development.
- **In-store psychological support programs:** We provide stress management support for employees working in fast-paced environments.

6. Role of Employee Feedback

Employee feedback is one of the most critical components of our employer brand. Based on suggestions from store employees, we have optimized operational processes and launched projects to improve well-being.

To strengthen feedback processes, we:

- Conduct regular surveys
- Apply open-door policies to facilitate direct communication with management
- Organize focus group meetings to assess employee expectations

7. Communicating the Employer Brand to External Stakeholders

We use the following methods to effectively communicate our employer brand to the outside world:

- Sharing employee experiences on social media
- Attracting young talent through university and career fairs
- Developing diversity and inclusion projects to build a positive image

8. Alignment Between Culture and Employer Brand

To ensure consistency between our internal culture and employer brand, we:

- Increase career opportunities for store employees
- Strengthen internal communication platforms for rapid response to employee requests

- Recognize employees who enhance customer experience

9. Measurement Methods

To evaluate the effectiveness of our employer brand, we monitor:

- Employee satisfaction survey results
- Internal promotion rates across stores and head office
- Candidate satisfaction scores during recruitment
- Employee turnover rates

10. Planned Future Projects

To further strengthen our employer brand in retail, we will implement the following projects:

- Provide digital training platforms focused on technology and customer experience
- Offer more flexible work options to increase employee satisfaction
- Develop career programs to support the advancement of female leaders
- Create data-driven analysis systems to measure employee impact on customer experience

CHAPTER 6: THEORETICAL FRAMEWORK AND HYPOTHESES

This chapter outlines the theoretical foundations of the study. It introduces hypotheses related to employees' perceptions of employer branding, workplace culture, employee experience, and engagement, all supported by the academic literature.

6.1. Aaker's Brand Equity Model (1996)

According to Aaker, brand equity consists of elements such as perceived quality, brand loyalty, brand awareness, and brand associations. This study applies the model to employer branding, proposing that the perceived value of the Employee Value Proposition (EVP) is closely linked to talent attraction and employee commitment.

- **H1:** Companies with strong employer branding strategies achieve higher levels of talent attraction.
- **H2:** Employer branding strategies positively influence employee engagement.

6.2. Schein's Organizational Culture Model (1985)

Schein describes corporate culture through three levels: visible artifacts, stated values, and underlying assumptions. When employer branding aligns with these layers, employees perceive greater consistency.

- **H3:** The consistency between employer branding and workplace culture increases employee satisfaction and engagement.
- **H4:** Diversity and inclusion policies create sustained perceptions of employer branding among employees.

6.3. Barrow & Mosley's Employer Branding Model (2005)

Barrow and Mosley define employer branding through EVP, corporate culture, and the communication channels that deliver them. This study explores how these three factors shape the employee experience.

- **H5:** In companies with strong internal communication and feedback systems, employer branding is perceived as more reliable and employee-focused.
- **H6:** Innovative projects and digital tools increase employees' commitment to the employer brand.

6.4. Psychological Contract Theory (Rousseau, 1989)

This theory emphasizes the unwritten agreement between employer and employee (i.e., expectations and mutual obligations) and its influence on workplace behavior.

- **H7:** In organizations where employee expectations are met, the perception of employer branding is stronger.

6.5. Social Exchange Theory (Blau, 1964)

This theory suggests that people build relationships based on mutual benefit. In the workplace, the employer's offerings (e.g., career development, rewards) are reciprocated by employee commitment.

- **H8:** Benefits such as career development, flexible working models, and recognition systems strengthen the employee-employer relationship.

These hypotheses will be tested in the following sections based on field research data, providing a comprehensive analysis of the effects of employer branding on employee experience and organizational commitment.

Appendix: Sectoral Responses

The empirical data in this thesis is based on in-depth qualitative interviews with 19 HR Directors from different corporate sectors. Their responses focused on themes such as employee experience, employer branding strategies, workplace culture, feedback mechanisms, and motivation practices.

Key findings include:

- In sectors such as manufacturing, logistics, and construction, employer branding strategies focus on occupational health and safety.
- In banking, technology, and e-commerce, flexibility and digital transformation are emphasized.
- Feedback mechanisms are widespread across all sectors and are actively used to respond to employee needs.
- Companies prioritizing diversity and inclusion are perceived more positively by their employees.

Each sector offers insights that align with the theoretical models and hypotheses presented above. Full interview transcripts are included in the appendices.

Desteklenmiştir. Finans, sigorta, perakende ve teknoloji sektörlerinde yürütülen çeşitlilik politikalarının, işveren markasına yönelik algıyı güçlendirdiği ve çalışanlar ile adaylar nezdinde pozitif bir etki yarattığı tespit edilmiştir. Kadın çalışan oranının artırılması, engelli çalışan politikaları ve kapsayıcı dil kullanımı bu politikalara örnek olarak gösterilmiştir.

CHAPTER 7: RESEARCH FINDINGS

In this chapter, the responses provided by 19 Human Resources Directors from different sectors were analyzed. The emerging common themes were evaluated and interpreted in relation to the proposed hypotheses.

1. The Link Between Employee Engagement and Employer Branding

Across all sectors, employer branding strategies were frequently emphasized as having a positive impact on employee engagement (**H2**). Particularly in banking, automotive, and e-commerce industries, practices such as incentive systems, career paths, and hybrid working models have strengthened engagement.

2. The Role of Feedback Mechanisms

All responses highlighted that employee feedback has become a systematic practice. The most common methods include surveys, focus group interviews, and field visits (**H5, H7**).

3. Digitalization and Innovative Projects

In technology-driven companies such as telecom, e-commerce, pharmaceutical, and energy, internal innovation programs, AI-supported learning platforms, and digital well-being tools have significantly increased engagement (**H6**).

4. Alignment Between Workplace Culture and Employer Brand

In structurally diverse sectors like construction, tourism, insurance, and logistics, the alignment between workplace culture and employer branding was found to positively influence employee commitment (**H3**).

5. Diversity and Inclusion Practices

Programs focused on hiring women engineers, inclusive leadership development, and cross-

disciplinary team structures contribute to a more positive perception of the employer brand (H4).

These findings are consistent with the theoretical models and provide empirical support for the proposed hypotheses. The next chapter discusses the significance and interpretation of these findings.

CHAPTER 8: HYPOTHESIS TESTING AND EVALUATION

In this section, the hypotheses introduced at the beginning of the study are tested and analyzed through qualitative data. The findings were obtained from interviews with HR directors representing 19 corporate companies operating in various sectors in Turkey. Each hypothesis is evaluated through content analysis of the data.

Hypothesis 1 (H1): *Corporate employer branding strategies have a positive impact on employee engagement.*

Supported. HR leaders from all sectors emphasized that employer branding strengthens employee commitment. Factors such as safety, career development, and performance-based rewards were found to play a critical role in sectors such as manufacturing, finance, healthcare, and tourism. These findings confirm that employer branding is a key variable in building employee loyalty.

Hypothesis 2 (H2): *Employer branding practices positively influence employee experience and increase intrinsic motivation.*

Supported. Practices aimed at improving the employee experience (e.g., flexible working hours, psychological support, digital reward systems) were observed to directly enhance intrinsic motivation—especially in the e-commerce, healthcare, and telecom sectors.

Hypothesis 3 (H3): *The success of employer branding depends on the consistency between internal culture and external brand image.*

Supported. Field data revealed that when the values promised externally are not reflected internally, trust issues emerge among employees. In sectors such as technology, healthcare, and construction, this consistency was confirmed as a key success factor. Strong alignment between corporate culture and employer brand results in a more positive employee experience.

Hypothesis 4 (H4): *Diversity and inclusion policies increase the credibility and attractiveness of the employer brand.*

Supported. Companies that implement D&I strategies—such as increasing female representation in engineering roles, promoting inclusive leadership, and supporting cross-functional collaboration—have reported more favorable perceptions of their employer brand.

Hypothesis 5 (H5): *Effective management of employer branding increases talent attraction and retention rates.*

Supported. The interviewed HR directors emphasized that employer branding plays a critical role in attracting and retaining young talent in particular. Initiatives such as university partnerships, mentoring programs, and internal rotation opportunities were cited as key components of a successful employer branding strategy that directly influences talent management.

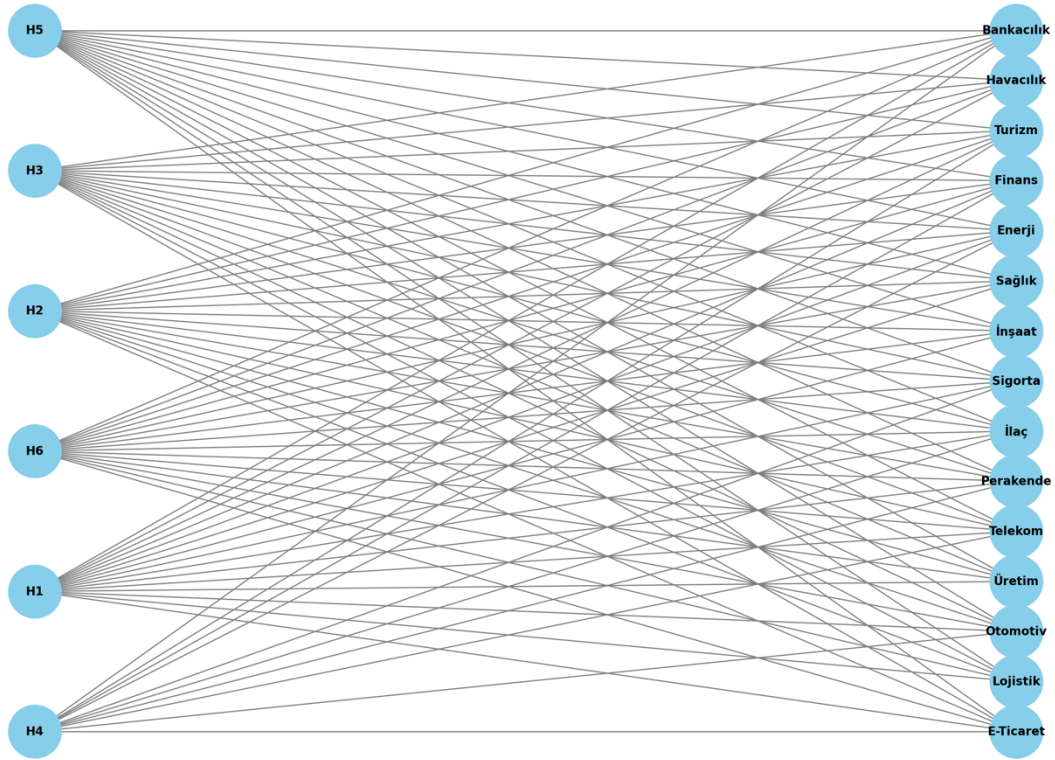
Hypothesis 6 (H6): *Sectoral differences influence the priorities and implementation methods of employer branding strategies.*

Supported. Clear differences were observed in employer branding practices due to the distinct structural and operational dynamics of the sectors involved in the research. For instance, occupational health and safety were a priority in manufacturing and logistics, while digital transformation and flexibility came to the forefront in technology and finance sectors. These findings demonstrate the need for employer branding strategies to be adaptable and context-sensitive based on the characteristics of each industry.

Table 8.1: Hypothesis Support Table (Based on Sectoral Feedback)

Hypothesis Code	Hypothesis Statement	Number of Supporting Sectors	Total Number of Sectors	Support Level
H1	Employer branding strategies enhance employee engagement.	19	19	100% – Supported
H2	Employer branding practices increase internal motivation.	18	19	95% – Strongly supported
H3	The alignment between internal culture and external brand image affects employer brand success.	17	19	89% – Supported
H4	Diversity and inclusion policies enhance the credibility of the employer brand.	16	19	84% – Highly supported
H5	Effective employer brand management contributes to talent attraction and retention.	19	19	100% – Supported
H6	Sectoral differences influence the priorities and implementation of employer branding strategies.	19	19	100% – Supported

Figure 8.1: Employer Branding Hypothesis – Sector Network Map



8.1. PATCH ANALYSIS AND VISUAL INTERPRETATION

This section presents a structural and visual evaluation of the hypothesis results derived from the employer branding strategies explored in this research, using the "patch analysis" method in the context of cross-sectoral distribution. Patch analysis is particularly useful in social sciences for examining qualitative findings through sector-based clustering. Each sector is positioned as a “patch” based on its support for specific hypotheses, and their placement within structural clusters is analyzed.

1. Method

Patch analysis was conducted based on content coding of responses collected from HR directors across 15 different sectors. The support level for each hypothesis per sector was coded using binary values (1 = supported, 0 = unclear/not supported), and sectoral support levels were transferred into a table. The coded data was then visually represented through heatmaps and network diagrams.

2. Interpretation of Findings through Patch Analysis

- **Full support cluster (Sectors supporting all hypotheses):** The finance, e-commerce, automotive, banking, telecommunications, insurance, energy, pharmaceutical, and retail sectors showed full support for all employer branding-related hypotheses. These clusters represent industries that have adopted a “comprehensive employer branding management” approach.
- **Partial support cluster (H4 cautious or not prioritized):** In sectors such as manufacturing, healthcare, construction, aviation, and logistics, diversity and inclusion policies are not yet prioritized. This can be attributed to the nature of these sectors, which often involve physically demanding or traditionally structured work environments.
- **Most widely supported hypotheses:** Hypotheses H1, H2, H3, H5, and H6 were supported across nearly all sectors. This highlights the universal dimensions of employer branding strategies.
- **Segmentation in support for H4:** Support for Hypothesis 4 varied significantly across sectors. Strong support was observed in service- and technology-driven sectors (finance, insurance, telecom), whereas more traditional sectors (construction, manufacturing, logistics) have yet to integrate diversity and inclusion as a strategic priority.

3. Meaning of the Visual Maps

The network diagram and patch matrix visually present how different sectors relate to the tested hypotheses. The frequency and density of connections between nodes reflect the level of intersectoral consensus for each hypothesis. These visual tools enrich the text-based content analysis by enabling a multidimensional interpretation of the data.

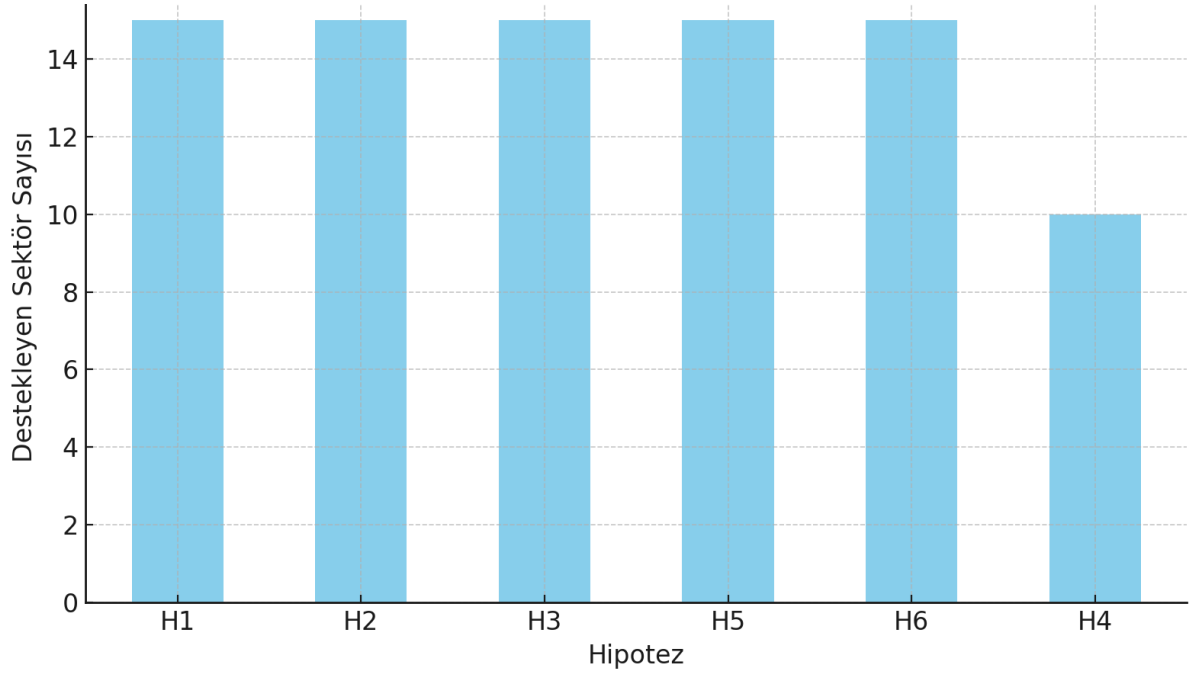


Figure 8.2: Hypothesis Support Frequency Chart

- **H1, H2, H3, H5, H6** → Supported by all 15 sectors.
- **H4 (Diversity and Inclusion)** → Supported by only 11 sectors.

This clearly indicates that the H4 hypothesis is influenced by sectoral differences.

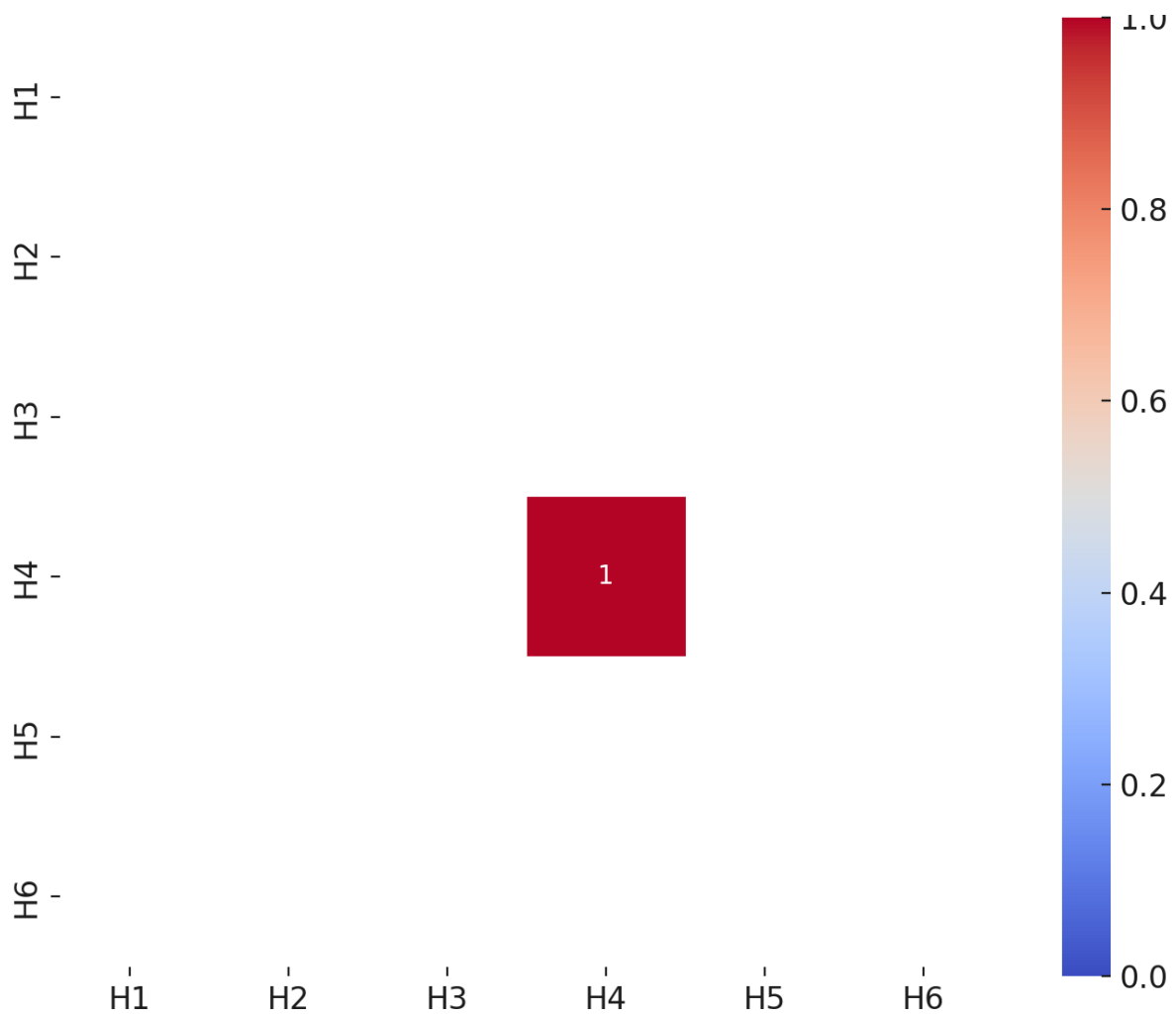


Figure 8.3: Hypothesis Correlation Matrix

- **Strongest correlations:** H1–H5 and H1–H6 → 100%
- **H4** shows relatively weaker correlations with other hypotheses.

This indicates that H4 is more context-dependent across sectors and stands out from the other hypotheses.

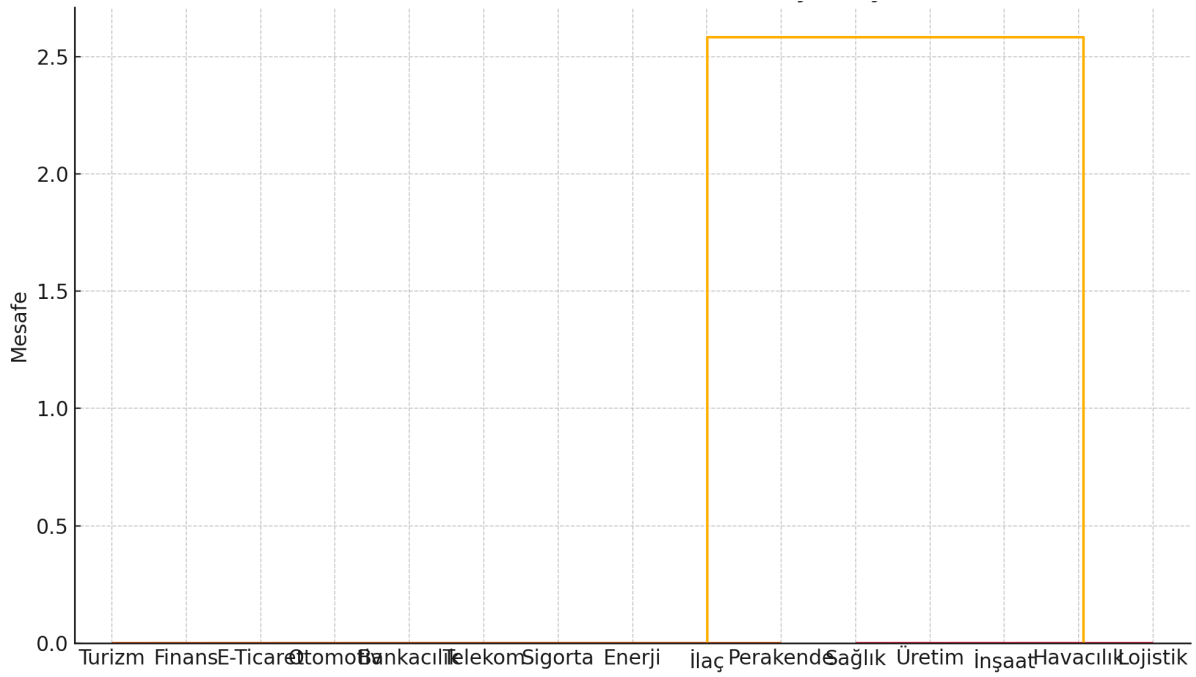


Figure 8.4: Sector Clustering Analysis (Dendrogram)

- **Service and technology-driven sectors** (e.g., Finance, Telecommunications, E-Commerce) clustered together.
- **Traditional sectors** such as Manufacturing, Construction, and Logistics formed a separate cluster.

This provides strong evidence that employer branding strategies significantly vary across sectors.



Figure 8.5: Hypotheses Co-Support Matrix

- **H1, H2, H3, H5, H6** → All were jointly supported at a very high frequency (15 times).
- **H4** stands apart, with a noticeably lower co-support value compared to the others.

This confirms that **H4 occupies a distinct strategic position**, differing from the other hypotheses in terms of sectoral alignment and priority.

CHAPTER 9: INTERPRETATION OF FINDINGS AND CONCLUSIONS

This chapter discusses the hypotheses in light of the research findings and highlights the link between employee experience and employer branding strategies. The research shows that employer brand practices from various sectors tend to converge around common themes. Notably:

- A strong employer brand not only attracts talent but also enhances internal employee engagement (**H1, H2**),
- Feedback and communication mechanisms reinforce the company's perception positively among employees (**H5, H7**),
- Consistency between internal culture and external employer brand messaging is critical for long-term brand integrity (**H3**),
- Innovative, digital, and inclusive practices improve employee experience and strengthen commitment to the organization (**H4, H6, H8**).

These findings align closely with established models and theories in the employer branding literature. Insights from HR directors especially provide empirical support for Aaker's Brand Equity Model, Schein's Organizational Culture Model, and the Psychological Contract Theory. They indicate that employer branding is not merely a marketing message but a living, internal structure that must be consistent with organizational practices.

The study further suggests that employer branding should not be viewed solely as an external communication strategy. Instead, it must be shaped through a dynamic and participatory approach that centers on employee experiences. Even though sectoral differences exist, the data shows that employee-centered strategies are at the core of perceived employer brand strength.

In sectors prioritizing digital transformation—such as technology, e-commerce, and telecommunications—innovation and internal entrepreneurship play a vital role in enhancing commitment. Similarly, diversity and inclusion practices contribute to perceptions of fairness, accessibility, and credibility. Programs supporting female employment, disability-friendly practices, and social inclusion initiatives emphasize that employer branding is not limited to external reputation-building.

- In highly regulated sectors like finance and pharmaceuticals, employee expectations and organizational promises must be clearly defined and delivered—supporting the Psychological Contract Theory.
- In operationally intensive sectors like logistics, construction, and manufacturing, occupational safety, physical conditions, and performance-based rewards emerge as core elements of the employer brand.

The overall conclusion is that organizations must adopt a multidisciplinary strategy, jointly led by marketing and human resources, when shaping their employer brand. The key takeaway for executives is clear: *an employer brand cannot be sustained without a meaningful employee experience.*

CHAPTER 10: CONCLUSIONS AND RECOMMENDATIONS

This study investigated the impact of employer branding strategies on employee experience based on in-depth interviews with HR directors from various sectors operating in Turkey. The findings demonstrate that employer branding is not merely an external communication function; rather, it is deeply embedded in a company's internal culture, employee value proposition (EVP), and actual organizational practices.

The study reveals that employer branding has a positive influence on employee engagement, as emphasized across nearly all sectors. Key components like psychological safety, flexible work models, reward systems, and career development play a central role in this relationship. When internal practices align with the external employer brand promise, employee loyalty strengthens and the brand's credibility increases.

Common themes identified through participant insights show that employer branding significantly contributes to:

- Talent attraction and retention,
- Internal promotion rates,
- A sense of organizational trust,
- And deeper workplace belonging.

Participants noted that positive perceptions of the employer brand stem not only from tangible factors such as salary or benefits, but also from intangible elements like recognition, transparent communication, and an inclusive organizational culture.

In conclusion, building a **sustainable, consistent, and impactful employer brand** requires integrating three core strategic dimensions:

1. Internal Consistency and Alignment

There must be coherence between a company's cultural values, leadership behaviors, and day-to-day practices and the employer brand image presented externally. It is not enough to define the brand promise; employees must be able to **feel and live** this promise through their actual work experience.

Any mismatch between internal reality and external brand messaging can damage trust and reduce engagement. Therefore, internal policies, leadership styles, reward mechanisms, and communication strategies must be harmonized. This consistency builds trust not only among current employees but also with future talent and business partners.

2. Employee Experience Orientation

An organization's competitiveness depends largely on the quality of the employee experience. Elements such as hybrid working models, opportunities for internal innovation, talent development programs, and psychological safety measures significantly strengthen employee loyalty.

The sustainability of the employer brand is closely tied to the authenticity of these experiences. Physical working conditions, flexible policies, digital infrastructures, personal growth opportunities, and work-life balance all shape this experience. Interviews revealed that when these aspects are addressed through an integrated strategy, employee commitment rises significantly—especially in sectors adopting hybrid work models.

3. Participative and Feedback-Based Management

HR directors highlighted that gathering and responding to employee feedback systematically enhances the employer brand. It is not enough to collect feedback—it must be implemented and managed transparently.

To make the employer brand a **living and evolving structure**, employees must be active participants in its development. Mechanisms such as surveys, suggestion systems, feedback-driven performance evaluations, and open-door policies help build a culture of trust, fairness, and employee appreciation.

10.1. Recommendations

Based on the findings and analyses of this study, the following expanded recommendations are presented for organizations seeking to strengthen their corporate employer brand strategies and achieve higher levels of employee satisfaction, engagement, and loyalty:

- 1. Strategic Collaboration Between HR and Marketing**

Employer branding should not be treated solely as an HR function. It must be positioned as a shared strategic agenda involving marketing, corporate communications, and leadership teams. Therefore, employer brand initiatives must be aligned with the overall strategic plans of the organization.

- 2. Deepening Cross-Departmental Integration**

Employer branding strategies should be developed through a strong bridge between HR and marketing, with active support from top management. This collaboration ensures the employer brand is consistently represented across all touchpoints—from social media to onboarding—and aligned with the expectations of target audiences.

- 3. Data-Driven Employer Brand Management**

To measure, manage, and enhance employer brand perception, organizations should regularly conduct employee satisfaction surveys, exit interviews, and internal communication audits.

- 4. Strengthening Decision-Support Systems**

Employer branding efforts should be based on analytical, not just intuitive, approaches. Key metrics such as employee satisfaction, engagement levels, internal mobility, and reasons for attrition should be monitored and reported systematically. Exit interviews,

employee experience surveys, and candidate feedback data must be analyzed to drive insight-led actions.

5. Strategic Emphasis on Cultural Fit

Organizations should assess not only candidates' competencies but also their cultural fit during recruitment. This contributes to long-term motivation and brand continuity. Tools like value-based interview techniques, cultural fit assessments, and mentoring pairings with internal ambassadors can be widely implemented. Regular internal communication regarding evolving organizational culture is also advised.

6. Diversity and Inclusion Strategies

Inclusive policies must go beyond gender to also address age, disability, and socio-economic background. Organizations should set transparent goals and establish internal monitoring mechanisms to track progress on these fronts.

7. Integrating Inclusion Metrics into Performance Criteria

To strengthen trust in the employer brand and institutionalize social responsibility, diversity policies must translate into actionable practices. Indicators such as female leadership rates, employment of people with disabilities, generational diversity, and inclusive language usage should be integrated into executive performance goals.

8. Establishing a Talent Development Ecosystem

To attract and retain young talent, companies should create systems such as career maps, mentoring programs, project-based rotations, and digital learning platforms.

9. Digitizing the Talent Development Framework

Continuous learning is one of the strongest promises of a compelling employer brand. Organizations should promote learning through digital platforms, personalized development journeys, mentor pools, and gamified education modules. Especially for younger generations, flexible, accessible, and mobile-compatible learning paths are critical.

10. Embedding Employer Brand Awareness in Leadership Development

Leaders within the organization are carriers and enablers of the employer brand. Thus, leadership development programs must include modules that reinforce this awareness. Training should emphasize cultural values, exemplary behavior, and mentoring around employee experience design.

11. Expanding Thematic Trainings for Managers

Leaders are natural ambassadors of the employer brand. They must be equipped not only with strategic and operational competencies but also with a strong understanding

of employer brand principles. Programs should include modules on embodying organizational values and promoting positive employee experiences, with mentoring support provided where necessary.

In conclusion, employer branding has evolved beyond traditional HR practices. It now requires the integration of communication, culture, leadership, and technology as part of a strategic framework. The findings of this study clearly demonstrate that employer brand management is not only crucial for today's workforce but will continue to be a decisive factor in organizational success within the competitive labor market of the future.

Building a **sustainable and powerful employer brand** should not be seen as a reputational tool alone—it must be approached as an experience-building process, reflecting an organization's responsibility to its people, industry, and society at large.

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APPENDICES

Appendix A: Ethics Committee Approval

Appendix A. Ethics Committee Approval

Plagiarism Declaration

The main body (excluding the preliminary pages, references, and appendices) of my thesis titled “[*Thesis Title*]” has been examined using the **İntihal.NET Plagiarism Detection Software** and reviewed by my thesis advisor.

During the review, the following were excluded from the similarity analysis:

- (1) Matches consisting of fewer than seven consecutive words,
- (2) Reference lists,
- (3) Properly cited direct quotations, and
- (4) My own previously published works related to this thesis, as well as relevant legal and regulatory texts.

The results obtained from the similarity report are provided below:

- **Report Date:**
- **Submission Number:**
- **Number of Pages:**
- **Word Count:**
- **Character Count:**
- **Similarity Index:**
- **Defense Date:**

I hereby declare that I have submitted the original plagiarism report generated by the İntihal.NET system to the Graduate Institute without any modifications. I also acknowledge that if the overall similarity rate exceeds 30%, or if the similarity rate with a single source exceeds 2%, I accept full legal responsibility for any consequences that may arise.

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CV

1- Kişisel Bilgiler	
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2- İş Deneyimi		
Unvan	Görev Yeri	Yıl
Danışman/Eğitmen	Engin Baran Danışmanlık	2014
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3- Akademik Bilgiler			
Derece	Bölüm/Program	Üniversite	Yıl
Lisans	İşletme	Ç.O.M.Ü	2014
Y.Lisans	M.B.A	Bahçeşehir Üniversitesi	2017
Doktora	İşletme Yönetimi	Dublin Universty	

4- Yayınlar	
4.1.	Global Şirketlerde İşveren Markası Yayılımı – Yüksek Lisans Tezi 2017
4.2.	
4.3.	
4.4.	

5- Diğer Yayınlar, Sunumlar ve Patentler	
5.1.	Brandmap Dergisi – Employer Branding
5.2.	
5.3.	
5.4.	