

## Report On

# Building an Authentic Employer Brand: Strategies for Aligning Organizational Culture and Talent Acquisition Practices

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the  
requirements for the degree of  
Bachelors of Business Administration

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## **Declaration**

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

**Student's Full Name & Signature:**

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**Fyruz Zahin**  
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**Supervisor's Full Name & Signature:**

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Senior Lecturer, BRAC Business School  
BRAC University

## Letter of Transmittal

Zaheed Husein Md Al-Din  
Senior Lecturer,  
BRAC Business School  
BRAC University  
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir,

I'm delighted to let you know that I've finished writing my internship report on “Building an Authentic Employer Brand: Strategies for Aligning Organizational Culture and Talent Acquisition Practices” as a prerequisite for the Summer 2023 internship program.

I found the report to be a thought-provoking experience. It has aided me in communicating the lessons I've learned from my internship experience in the HR industry and in particular the talent acquisition department of HR.

For the course of this report, I would want to sincerely thank you for your unwavering leadership and support. Your feedback is highly requested taking into accounts of the limitations of the report.

Sincerely yours,

---

Fyruz Zahin

19104027

BRAC Business School

BRAC University

Date: 24<sup>th</sup> October, 2023

## **Acknowledgement**

Initially, I would like to thank Kazi Farms Group for giving the opportunity to work as an intern at their HR department. This gave me the scope to gain real life experience and I was able to relate to the knowledge earned till now.

Next, I would like to express my heartfelt gratitude to my supervisor Zaheed Husein Md Al-Din sir for guiding me and being empathetic towards me throughout my internship semester.

Finally, I would like to thank BRAC University for all the academic support in the last 4 years of my university life, as well as Office of Career Service and Alumni Relations for helping me with the necessary paper works for my internship.

## **Executive Summary**

The report has three chapters beginning with my experience as an intern at Kazi Farms Group, then the industry overview of KFG and lastly an elaborate discussion of the study topic on “Building an Authentic Employer Brand: Strategies for Aligning Organizational Culture and Talent Acquisition Practices” which was picked by me and approved by my supervisor. My internship experience has given me the chance to explore the industrial and practical knowledges of HRM practices. Moreover, I had the opportunity to gain insights on the poultry industry and one of the largest established private firm companies. Furthermore, through the study, employer branding has been explored vastly. The last chapter depicts the information found on employer branding through research papers and practical experiences through my internship.

Overall, the report shows a collaboration of practical knowledge with the knowledge gained through studies.

**Keywords:** Human Resource Management, Employer Branding, Employee Value Proposition, Talent Acquisition, Organizational Values, Poultry Industry.

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## **List of Acronyms**

KFG	Kazi Farms Group
MD	Managing Director
TA	Talent Acquisition
IT	Information Technology
EB	Employer Brand
CBF	Contract Broiler Farming
FB	Facebook
EVP	Employee Value Proposition

# **Chapter 1**

## **Overview of Internship**

### **1.1 Student Information:**

My name is Fyruz Zahin and at the moment I am a student of BRAC University under the BBA program. My student ID is 19104027. Along with this, I chose Human Resource Management as my major and Computer Information Management as my minor.

### **1.2 Internship Information:**

#### **1.2.1: Period, Company Name, Department/Division, Address:**

I have completed my internship from Kazi Farms Group which began at 1<sup>st</sup> June, 2023 and ended at 31<sup>st</sup> August, 2023. I have worked under the sub department Talent Acquisition of Human Resource Department and I was stationed at the head quarter of Kazi Farms Group. The head office is located at Dhanmondi, road 2, house#35 (Ahmed and Kazi Tower), Dhaka, 1205.

#### **1.2.2: Internship Company Supervisor's Information:**

I was assigned to work under Jonaed Ahmad Faisal, Senior Manager-HR. He is also the team leader of the sub department Talent Acquisition. My co-supervisor was Sejuty Fariha Rahman, Executive-HR(TA) who closely guided me throughout the whole internship period by assigning tasks and providing assistance where required.

#### **1.2.3: Job Scope – Job Description/Duties/Responsibilities:**

Throughout my internship period at Kazi Farms Group, I had the opportunity to gain a first-hand experience on the whole recruitment process. My duties included scheduling interviews, CV sorting from bdjobs.com, TA email and CVs received from references. Additionally, I had to call the candidates for scheduled interview, conduct the whole interview process which includes preparing seating arrangements for candidates, instructing them about the exam

procedures, invigilating the exams, collecting exam copies and checking them along with the interview board, conducting IT test of candidates. Moreover, I had to call the upcoming joining candidates to assist them with filling up their joining forms and conducted their whole joining procedures which includes collecting their forms, necessary documents and photos, helping them with bank procedures, collecting signatures of respective reporting managers, arranging the whole joining candidate's file and handing them over to payroll.

Apart from these, I was assigned under a special project under the supervision of my TA team's co-supervisor where I have developed a 30-60-90 HR plan to make the onboarding process of new employees effortless and smooth. Furthermore, under this project, I have designed three forms for the new onboarded employees which they will fill up after 30 days, 60 days and 90 days of onboarding respectively.

### **1.3 Internship Outcome:**

#### **1.3.1 Student's contribution to the company:**

As an intern of Kazi Farms Group, I have contributed immensely by assisting my whole team in several works and projects. I worked closely with the co supervisor of Kazi Farms to schedule interviews and to assist her throughout the whole interview process. Since all the hiring processes are conducted at the head office, interviews are scheduled with over 30 candidates and sometimes over 60 candidates depending on which department's interview is being held. Thus, I always contributed by scheduling these interviews and managing all the procedures related to these interviews. Moreover, my involvement with the special project significantly helped in completing the project in time. Additionally, through conducting the whole joining process of upcoming candidates, I assisted in reducing the workload of the team and helped establish a positive work environment.

### **1.3.2 Benefits to the Students:**

My three-month internship journey in Kazi Farms Group has helped me grow in several ways.

To begin with, my work involved communicating with people from different areas of Bangladesh and convincing them about their work posting in different parts of Bangladesh.

This immensely helped improve my communication skills and negotiation skills. Moreover, I have gained industry knowledge through working in the HR department of Kazi Farms Group.

Next, I had the opportunity to build connections with different departments since I had to take documents for signature to other departments. Furthermore, I had to interact with the other department seniors for knowing surely about vacancies and scheduling interviews.

Additionally, I learned to identify fake documents while receiving joining documents. I had to verify each documents received and the importance of collecting original documents. Apart from this, I had to do reference checking as well which fell under verification of documents.

Lastly, I learned about strategic planning of events like interviews and joining, my problem-solving skills enhanced as well along with time management skills.

### **1.3.3: Problems/Difficulties (faced during the internship period):**

My internship went smoothly for the most part but I faced few difficulties along the way.

Since I was new to the place and work, my co supervisor helped me out understanding the new tasks, but tasks assigned to by other seniors were not well explained. Thus, there was lack of guidance from most of the team members. Other than this, my entire internship went smoothly.

#### **1.3.4: Recommendations (to the company on future internships):**

Kazi Farms Group can improve their internship program in several ways.

Firstly, the whole Talent Acquisition team can be more supportive and patient with handling new interns. Since the interns are totally new to the organization, the seniors have to guide them well.

Secondly, I believe Kazi Farms Group should not assign highly official work to their interns. And if one so, the supervisors should guide them and revise the work done by them. Because ultimately if any mistake happens, it will bring huge loss to the company.

Thirdly, interns should be hired together. This helps in reducing time for the employees to guide the interns since they can teach the interns all together and they get time to bond as well.

Lastly, I believe the Talent Acquisition team can use proper guidance from their team leader which in return can help the interns as well in working smoothly as a team and bring fruitful results all together.

## **Chapter 2**

### **Organization Part**

#### **2.1: Introduction:**

Kazi Farms Group is one of the leading private firms excelling in the agriculture industry of Bangladesh. KFG has started its journey through establishing a hatchery for eggs which were imported back in 1996 and continuing its journey as a parent company from the following year. The organization now has further established its areas developing organic fertilizers, fish feed, broiler chicks and broiler parent chicks, layer chicks and table eggs along with having an established food industry which offer a various range of frozen foods like nuggets, sausages, ice cream and much more. At present, Kazi Farms sister concern IT company “Sysnova” enables the organization to manage its business country wide through providing any kind of ERP solutions.

#### **2.2: Overview of the Company:**

Kazi Farms Group begin its operations during the year 2004 through producing the first hatching eggs and day-old chicks at their grandparent’s (GP) farm. It is currently one of the leading poultry farms delivering their services and products keeping their consumers and client’s best interest in mind. The group has flourished into different sectors like feed mills, compost plant, fish fry and feed mills, breeder farms, along with producing breeder feed.

### **2.2.1: Purpose of the Company:**

The purpose of KFG is given below:

- 1) Aiding in the farmers prosperity and productive growth through producing high quality chicks and feed.
- 2) Producing safe eggs and chicken for the consumers to confidently accept them.
- 3) Helping protect farmers profit through the production of high-quality fertilizer with furnished organic content and creates long term fertility in the soil.

### **2.2.2: Company Vision:**

The vision of KFG according to the company's website is – “We have a vision of a more prosperous Bangladesh, where poultry farmers are generating income by producing safe food.”

### **2.3: Management Practices:**

KFG follows a democratic leadership style or participative management since the top management always involves the subordinates, mid-senior level employees and entry-level employees in their decision-making process. Moreover, since there are many departments in KFG controlling the different areas of the organization, the decision-making process is quite harmonious and done through weekly meetings where new ideas are included along with receiving important feedbacks.

The chain of command of KFG along with the hierarchy which is maintained is shown below:

- Managing Director
- Director
- Chief Audit Officer
- Chief Financial Officer
- General Manager
- Deputy General Manager
- Assistant General Manager
- Senior Manager
- Assistant Manager
- Manager
- Senior Executive
- Executive
- Officer
- Trainee Officer
- Intern



The democratic leadership style is an effective style for a private firm like KFG since the organization constitutes of different departments with many employees handling each of their respective areas. Since they are always participating in the decision-making process, there is a coordination between the top management and their subordinates. For example, during my internship period, I have observed MD sir, Director, CAO, CFO, GM of all departments to have weekly meetings on all the ongoing updates. As a result, achieving goals and deciding on future endeavors were made in a planned manner. Since I was in the HR department, any top management hiring or mid-level or fresher hiring decisions were made through the top management meeting and departmental meetings so that the hiring process would run smoothly. Additionally, this also assisted in hiring the right talents so that the position can bring fruitful results to the organization.

As I was in the Talent Acquisition sub-department of the HR department, I got to have hands on experience in the whole recruitment process starting from receiving any requirement for a position to the whole interview and selection process. Initially, when a transfer happens in KFG, a new employee is required to fill up that position for which jobs posts would already be uploaded through BDjobs, LinkedIn and newspaper advertisements (especially for non-management hiring). Later on, through shortlisting and calling eligible candidates, the interview process begins with a written exam followed by an IT test. After that, passing candidates would be called for interview and through final selection, candidates would receive offer for the job position. Thus, the whole recruitment process would go smoothly and worthy candidates are hired for the job position.

## **2.4: Marketing Practices:**

Currently KFG does not have a dedicated marketing department however, it has a huge sales department which conducts all the activities related to selling, advertising and earning profit from all the goods and services provided from them. Previously, Digital Hawk Eye Limited used to work under Kazi Media Limited aiming to fulfill most of the marketing demands for Kazi Farms Group. But at the moment, Hawk Eye has been diminished and the HR department has now taken up the employer branding task which was formerly provided by Digital Hawk Eye Limited.

Consecutively, the sales department as one of the key departments of Kazi Farms Limited consisting of the largest sales network with 82 sales executive and 400 distributors. Their main task is to deliver and distribute the chicks received from the hatcheries country-wide even in the most remote areas. At the moment, the organization consists of a national sales team consisting over 100 sales representatives all over the country raising chickens in each region. Additionally, there are 14 permanent sales offices in the main poultry districts and delivery of 600 feed are arranged by the sales team. Finally, the products are again sold to the farmers.

Apart from these, one of the best measures taken up my Kazi Farms Group is that they have a wide networking with the veterinarians and animal husbandry professionals who provides solutions and assistance of the chicks delivered to the farmers. Moreover, seminars and workshops are held to aid the farmers with knowledge and laboratory services.

## **2.5: Financial Performance and Accounting Practices:**

Since KFG is a private firm, its financial statements from the past 3-5 years from annual reports has been kept confidential and they are not allowed to share it maintaining the company policies. They have established this confidentiality to maintain their stakeholders and clients trust as well. The same goes for identifying their accounting practices as well. As the financial statements cannot be analyzed, the accounting practices used by them cannot be assessed. However, with the knowledge I have gained from working, it can be said that KFG is very serious in maintaining their cash flow and financial statements. There is always hiring for “cash & Inventory” job position in every month since they have to be placed in different regions country-wide and this position handles all the cash flow that occurs within the farms, hatcheries, feed mills and regional offices.

## **2.6: Operations Management and Information Management Practices:**

KFG’s operations are mostly handled by the sales team which is also considered to be the largest department of Kazi Farms Limited. The sales department has a vast range of operations starting from maintaining the quality of chicks, feeds delivered, fish fry and feed. Moreover, the CBF part of the company handles most of the functions related to broilers and chicks. Apart from this, the regional offices are responsible for keeping all the regional activities under them including aborting cv for CBF activities, and later on a final round of cv sorting is done in the head office. The CBF activities include receiving the chicks and delivering them to the mills, the commercial egg sales department is appointed to handle operations related to eggs, and the chicks and feed sales department are responsible for maintaining the sales of chicks to the vendors of KFG. This much information was receivable while working with KFG regarding operations.

Additionally, HRIS system is used along with keeping physical files for keeping employee information and their onboarding processes. But further information on information management system is strictly confidential including those of clients, investors or stakeholders or thorough description of resource allocation and detailed operations management. Thus, I was unable to retrieve information related to them.

## **2.7: Industry and Competitive Analysis:**

The industry analysis of Kazi Farms Limited is given below using porter's five forces model:

**2.7.1: Threat of New Entrants:** KFG is a well-established company at present. The company started out its journey independently from the 2004 and from then on has achieved flying remarks in the poultry industry. Since the company is already well established, it doesn't have concerns regarding having new competitors of new entrants in the poultry industry. The company already has enough financial leverage and capital investments. Moreover, any new entrant would require a huge amount of capital investment in order to establish its farms, feed mills, frozen food industries, which KFG already has around for years now. Furthermore, establishing a new organizations head quarter along with several regional offices is not easily achievable as a new entrant. Therefore, KFG has a certain advantage in this scenario.

**2.7.2: Bargaining Power of Suppliers:** Kazi Farms is dependent on suppliers for a range of inputs, notably feed for chicken. The bargaining strength of suppliers of premixes and feed components is reasonable. However, Kazi Farms' total production expenses may be impacted by the price and caliber of feed supplies. Moreover, Kazi Farms also has suppliers for their vaccines and medicines of chicks and feeds and there are few alternatives for suppliers of these. Therefore, suppliers for vaccines and medicine have an average bargaining power. Furthermore, since KFG is a huge established industry, there are suppliers for packaging,

equipment and machineries, transportation and much more. All of them more or less has an average bargaining power.

**2.7.3: Bargaining Power of Buyers:** Kazi Farms caters to a wide range of clients, including individual customers, restaurants, distributors, and retailers. Since different customers have different desires and preferences, the diversity of consumers reduces the collective bargaining ability of any one group. In addition to this, customers in the poultry business are typically very economical especially in a region where prices are crucial, like Bangladesh. Moreover, there are a number of well-known companies in Bangladesh's poultry market, such as Kazi Farms and CP Bangladesh. The availability of numerous vendors in the market gives consumers options. Therefore, if buyers think they can find better terms or pricing elsewhere, they have the option to go to another provider. Apart from this, quality and trust have been the cornerstones of Kazi Farms' solid brand reputation which further gives them the advantage to influence buyers who trust on brands with strong brand reputation. The reputation of the brand and its consistently high-quality products may make retail customers and individual consumers loyal to Kazi Farms.

**2.7.4: Threat of Substitutes:** The poultry business a little threat from replacement products. Alternative protein sources, such as fish, beef, mutton, and plant-based protein products, are one of the main replacements in the poultry sector. Moreover, at present, plant-based protein products are seeing growth in the market due to health and nutritional trends like veganism, vegetarianism, and health-conscious diets. The consumption of poultry products could be threatened by these developments, especially among individuals.

**2.7.5: Rivalry Among Existing Competitors:** Bangladesh's poultry market is very competitive, with a number of well-known companies including Aftab Bahumukhi Farms, CP Bangladesh, and Kazi Farms. Additionally, one of the main characteristics of the poultry sector

is price competition. There will be more pressure from competitors as consumers who are price-sensitive are likely to move to more affordable goods. Moreover, marketing and promotion campaigns are not exempt from rivalry. These tactics foster a competitive market where businesses strive for the interest and allegiance of customers. Furthermore, enterprises strive to create a vast and effective distribution system to guarantee that their goods are easily accessible to customers throughout the nation. Being easily accessible is a competitive advantage.

Given below is the SWOT analysis of KFG to identify its competitive advantages and industrial position:

**SWOT ANALYSIS:**

<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>• <b>Versatile activities:</b> Fish farming, poultry farming, animal feed production, agro-processing, packaging, and real estate are just a few of the agribusiness industries that Kazi Farms Limited has expanded its activities into.</li> <li>• <b>Solid Brand Image:</b> The business has established a solid reputation for excellence and quality. Customers have come to trust the company and show devotion to its brand because of its dedication to delivering</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>• <b>Technological Improvements:</b> Keeping up with developments in agribusiness technology, such as automation and precision farming, is essential to operational effectiveness. Even though KFG has such advanced machineries, their workplace software is not that advanced and cheap which further slows down the efficient work of employees.</li> <li>• <b>Inadequate Diversification:</b> Although the company has expanded</li> </ul>
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<p>premium chicken products and upholding worldwide standards.</p> <ul style="list-style-type: none"> <li>• <b>Vertical Integration:</b> Kazi Farms Limited has a vertical integration approach that allows it to have control over the production, processing, and distribution of feed at different points in the supply chain. This control aids in guaranteeing cost effectiveness, uniformity, and quality.</li> <li>• <b>Consistent development:</b> Kazi Farms Limited has a history of steady development in terms of earnings and market share, which attests to its flexibility and resilience in the face of shifting market conditions.</li> <li>• <b>International Standards and Export Potential:</b> Kazi Farms Limited improves its standing internationally by abiding by international standards and procedures. This creates chances to</li> </ul>	<p>its agriculture activities, it could still be heavily dependent on the chicken market. An excessive reliance on one industry may expose the business to hazards unique to that industry.</p> <ul style="list-style-type: none"> <li>• <b>Employee Retention:</b> most of the employee turnover cases at KFG happens because employees cannot bear the smell while working inside farms and fall ill. As a result, it is difficult to find employees who are interested to work inside the farm.</li> </ul>
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<p>broaden its market reach and enhance its export potential.</p>	
<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>• <b>Expanding Poultry Market:</b> Kazi Farms Limited has a great chance to expand as a result of the rising demand for chicken goods in Bangladesh and nearby areas.</li> <li>• <b>Export Potential:</b> By exporting its chicken products, the business may access foreign markets. Already few products of KFG are being exported.</li> <li>• <b>Growing Health Consciousness:</b> KFG is providing chicks and feeds that doesn't have antibiotics in them which gives a great market opportunity since it is considered safe food. Poultry products are in line with the worldwide trend toward healthy eating habits and a preference for lean protein sources. The business may benefit from this trend by providing goods made of healthier poultry.</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>• <b>Industry Competition:</b> Kazi Farms Limited is at risk from fierce rivalry in the poultry sector. Competition between current rivals can result in price wars and have a detrimental effect on profit margins.</li> <li>• <b>Price Conflicts:</b> As rivals compete for market share by lowering prices, price sensitivity in the Bangladeshi market may lead to price wars. This may have an impact on the business's capacity to remain profitable.</li> <li>• <b>Economic variables:</b> A company's financial performance may be impacted by economic weaknesses such as changes in feed component pricing and exchange rates. Consumer purchasing and tastes can be impacted by economic downturns.</li> </ul>



<ul style="list-style-type: none"> <li>• <b>Technological innovation:</b> By embracing technology innovations, poultry farming and processing may become more cost-effective and operate more efficiently. Examples of these innovations include automation and data analytics.</li> <li>• <b>Access to Financial Services:</b> The company's ambitions for growth, R&amp;D, and sustainability programs may all be supported by having access to funding and investment options.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Legal Compliance:</b> The chicken business must abide by a number of laws pertaining to biosecurity, animal welfare, and health and safety requirements. It can be difficult to comply with these requirements, as there may be consequences for non-compliance.</li> <li>• <b>Disease Outbreaks:</b> Disease outbreaks can cause production to be disrupted and have an impact on the health and safety of birds raised for food. Disease outbreaks may cause serious financial losses as well as harm to one's image.</li> </ul>
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**Table 1: SWOT ANALYSIS OF KFG**

## **2.8: Summary and Conclusion:**

Kazi Farms Limited, a leading organization in Bangladesh's poultry sector, embodies an incredible history of expansion and prosperity. Since its founding in 1996, the business has continuously shown its dedication to quality and excellence in all of its varied operations. The organization began as a relatively small hatchery and has grown into a wide-ranging, globally operating agribusiness enterprise. Its hatchery, layer, and broiler units are its main businesses, guaranteeing customers a consistent supply of premium chicken products. The brand's credibility is based on its commitment to producing healthy poultry, strict biosecurity protocols, and animal welfare procedures. The company entered the animal feed industry because it understands that high-quality feed is essential to the nutrition of chickens.

Moreover, the organization wandered into the hydroponics business, perceiving the tremendous capability of fish cultivating in Bangladesh. Their obligation to quality and manageability in this business has fundamentally helped the nation in this sector. Kazi Farms Limited strategically entered the packaging industry with a view toward the larger agribusiness landscape, guaranteeing that their products uphold the strictest safety and hygienic requirements. The company's entry into the agro-industrial sector, which results in value-added poultry goods like sausages and ready-made meals satisfies consumer demand for novel and convenient products while also adapting to changing consumer preferences. In the real estate industry, Kazi Farms Limited makes a positive impact on urban growth, broadening its portfolio of interests and changing the face of the country.

In the current age, customers expect ethical business practices, sustainability, and transparency, and Kazi Farms Limited is well-positioned to both meet and surpass these demands. The company stays at the forefront of the poultry and agriculture industries thanks to its commitment to quality, safety, and innovation. Its focus on international norms and procedures

improves its standing internationally, enabling it to access new markets and increase its export potential.

Thus, it can be said that Kazi Farms Limited is looking forward as a representation of what can be achieved with vision, dedication, and steadfast adherence to core beliefs. The company has made countless contributions to Bangladesh's agricultural and poultry industries, and its success story shows what can be accomplished with hard work, commitment to quality, and sustainability.

## **2.9: Recommendations/ Implications:**

Even though KFG is a well-established private firm, it can still improve in a few areas. Few recommendations of improvements are given below:

- **Not updated in social media:** KFG doesn't have a well updated Facebook page. Since most people are Facebook users in the present age, it is important to flourish their facebook page in a professional manner. Moreover, most young talents look into Facebook job groups or career pages of the companies to learn about the employer and the benefits of being an employee in their organization. Therefore, KFG should keep their FB page up to date and contribute in social media marketing apart from their LinkedIn activities.
- **Lack of Communication:** During my internship period at KFG, I have observed lack of teamwork in the sub departments of KFG. Countless times it has occurred that due to lack of team work and miscommunication, there has been double bookings of interview room and interview scheduling in the TA sub department. Thus, I believe

while working as a team, they should keep in note that team work and communication is a important factor and it can help work getting done more efficiently. Besides, having a good teamwork is also a good example for new joiners.

- **Using a more efficient software:** KFG uses Linux as its software since it is more affordable in the market. But speaking from a practical experience, working on Linux has been quite difficult and time consuming specially because they use the UBUNTU version of Linux. The computer would lag and crash on multiple occasions if more than 4 tabs were open and the pc activities would slow down as well. Therefore, I would suggest KFG to either switch to Microsoft or use a more advanced version of Linux like Linux Mint.
- **Establishing a particular lunch time:** While working as a TA intern, we were told we don't have a particular lunch time and we were always hurried to complete our lunch and sometimes we had to skip it. But as a well-established private firm this is a huge drawback. There should be an official lunch time for employees of all departments so that no employees have to skip their meals. having lunch during lunch break can prove to be more efficient and bring out productive results in employees.
- **Planning refreshment tours:** KFG can plan tours or picnics in order to bring out the productive nature in their employees. Continuous working can slow down the productive rate and drain out employees leading them to a frustrating stage. This is harmful for both the employee and organization. Thus, KFG should plan yearly trips or picnics along side the compensation packages provided.

## Chapter 3

### **Building an Authentic Employer Brand: Strategies for Aligning Organizational Culture and Talent Acquisition Practices**

**3.1: Introduction:** Employer branding has always been a significant aspect in retaining and attracting top talents in the industry. As we know, an organization is built upon the employees' diligent effort, time and knowledge along with the immense guidance provided by the top management. Thus, organizational culture must align with the long-term benefits of the employees. Along with this, having an authentic employer brand has its benefits for the organization. Initially, having a reputed employer brand aids in job consideration apart from attracting top talents (**Why Your Employer Brand Matters whitepaper,2021**). Next, with a strong brand value, junior employees or freshers are more likely to be attracted in having a job consideration. However, an individual may have a strong liking for the brand but might not have high job consideration for the company. Additionally, the more knowledge someone has of an organization or brand, the more knowledge they will have of the organization's employer as well. (**Why Your Employer Brand Matters whitepaper,2021**).

Similarly, organizational and talent management practices play a significant role in developing the employer brand of the company, whether it's a startup or large MNC. Through effective recruitment and selection process, employer branding can be developed as well. Improved non-financial and financial performance is a result of employer branding (**Biswas & Suar 2016**). Further into the study, we aim to find out elaborate details on employer branding and how its strategies are impacting the organizations.

### **3.1.1: Background:**

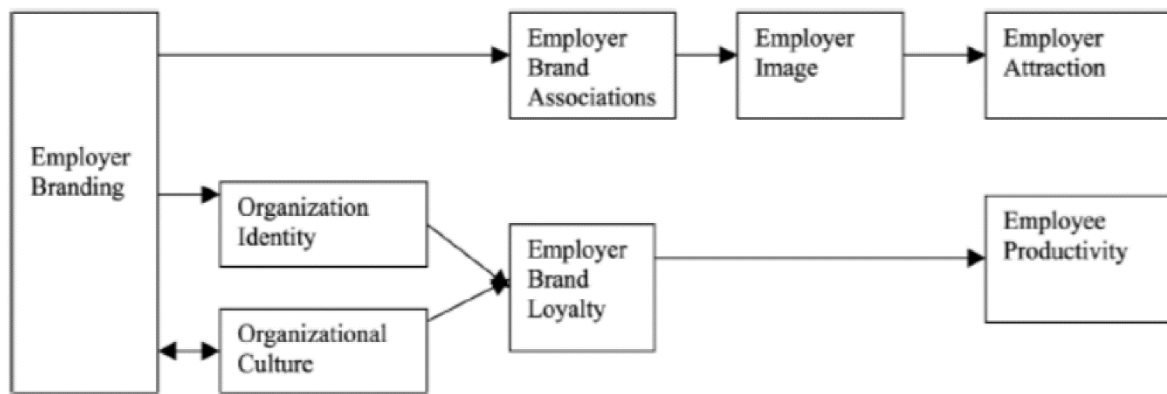
To begin with, having a solid employer brand helps an organization to establish itself in the market. As employer branding is related to the recognition of any organization as an employer, it is important for the organization to stand out in the industry with great organizational core values and talent acquisition practices. Employer branding can have both positive and negative impacts on the organization considering their alignment of talent management practices and organizational ethics.

In the previous years, considering the global advancements in businesses and industries, technological advancements and increasing competitions around the world, required skills and competencies for most job positions changed in a drastic manner (**Srivastava & Bhatnagar, 2010**). As a result, for competent employees, there were numerous options while applying for jobs on IT sector, technical and services sectors, skill-based jobs considering the labor market being constrained (**Srivastava & Bhatnagar, 2010**). Hence, the organizations were trying to make themselves presentable and noteworthy to the employees so that they can trust the organizations and adapt to their cultures (**Srivastava & Bhatnagar, 2010**). Thus, the significance of creating an effective employer brand began a long time ago.

At present, employer branding is so much more than just standing out in the job market to attract skillful employees. Establishing a brand value is one of the core marketing strategies currently (**Stukalina & Pavlyuk, 2021**). Employer branding signifies an organization's growth and development in each sector, HR practices, attracting young talents and retaining existing employees, building their reputation as an employer, long-term prosperity of an organization, employees' choice and presenting their organizational culture and values to the employees. Moreover, a candidate experiencing positive outcome of employer branding can significantly contribute in development of business and noteworthy results, forming healthy relationships

with customers, stakeholders and investors, referring to acquaintances and close people to the organization (Samoliuk et al., 2022). Therefore, organizations nowadays enhance their employer brand through their corporate image, develop close bonds with their staff and management, and strengthen their reputation as desirable place to work for employees (Samoliuk et al., 2022). The concept of employer branding has been there for a long time and currently the concept includes talent management largely (Reis et al., 2021).

Additionally, according to Backhaus and Tikoo (2004), the developer of first EB model, there are three vital assets to establish an employer brand: Organizational culture, a shared identity, and distinctive value proposition. The model is shown below:



**Figure 1: Backhaus and Tikoo framework (2004). Source: Backhaus and Tikoo (2004)**

The model depicts the relation between employer branding and its three key factors. From the model we can conclude that, organizational culture and identity plays a crucial role in creating employer brand loyalty and further enhances employee productivity. On the other hand, employer brand associations help building the employer image and employer attraction.

### **3.1.2: Objectives:**

**Broad objective:** The core objective of this study is to identify and analyze to what extent talent acquisition practices and organizational values help in establishing an employer brand.

#### **Short Objectives:**

- Analyzing the effectiveness of having an authentic and consistent employer brand
- Identifying HR practices, particularly talent management practices that help in developing an employer brand
- Ways organizational values are contributing in enhancing an employer brand value in the competitive job market.

### **3.1.3: Significance:**

The importance of the project “Building an Authentic Employer Brand: Strategies for Aligning Organizational Culture and Talent Acquisition Practices” is immense in the present world considering the growth of many industries and organizations in the present world. Nowadays, all organizations want to increase their brand value to the employees so that they can establish themselves as outstanding company as an employer and retain trust of the existing employees. Moreover, exploring this area of study can contribute in the decision-making process of an organization in case of having an authentic employer brand and the process of achieving it. Furthermore, HR professionals can gain insights and knowledge in this regard and work in developing the employer brand aligning with the organizational core cultures.

Additionally, since the competition is tough and every company wants to recruit new employees and retain their current employees, it is important for the organizations to come up with creative ideas and innovative solutions to establish themselves as an employee’s choice



of company. Besides, using proper social media marketing and leadership practices by the company, employer branding can be established successfully through the knowledge earned from the study.

Therefore, this topic is significant in the present time and exploring this topic is a necessity in order to be an established organization in the tough market competition and employee's choice as a notable company for job application.

### **3.2: Methodology:**

The study uses qualitative for analyzing the concept of talent acquisition approaches in establishing the employer brand of an organization. Additionally, a secondary data collection method is used since the relevant information are collected from research papers, available data, hands-on experience from internship and data received from supervisors of my organization.

### **3.3: Findings & Analysis:**

The findings and analysis through quantitative and qualitative data collected are discussed below:

#### **3.3.1: Positive Effects of EB are obtained through an organization's talent management and HR practices:**

According to a journal published on 2020 where study was done on an insurance company to observe retention of employees through EB, it is found that a large number of respondents concur that the foundation of an organization's retention strategy is its open and honest work

culture, employee involvement in management, organizational climate, and brand image (**S. Chandrasekaran, 2020**). In this journal most of the participants were Male and belonged from the age group of 45-55 years. Moreover, it is seen that the majority of employees believe that management's efforts to organize, schedule, set objectives, and create procedures for providing quality service have been successful in retaining employees and positive employer branding (**S. Chandrasekaran, 2020**). Furthermore, the employees strongly acknowledge that the company does a good job in recruiting and selecting the ideal candidates for open positions. Therefore, it can be said that talent acquisition of Human Resource management plays an effective role in positively promoting employer branding and retention.

According to **Monteiro et al. (2020)**, employers should be highlighted in the labor market and given genuine support in their efforts to attract and hire the best candidates. This is the primary goal of employer branding. Moreover, the study depicts that in the information era, one of the primary sources of competitive advantage is attracting and keeping retaining qualified talents (**Monteiro et al., 2020**). Besides, employer branding serves as a tool to inform employees of the benefits of working for an organization, in addition to being crucial in recruiting talent (**Wilden et al., 2010**).

Additionally, creating attractive JDs are important for companies who want to stand out as excellent employer in the job market. A JD can give an overview of the company, its benefits provided to its employees, its work environment and talents they are willing to hire. Moreover, compensation packages and employee benefits after retirement, insurance benefits and employee recognition and promotions are an effective part in building an authentic employer brand. Because, these benefits offered get known by other employees of different organizations through word-of-mouth. As a result, more candidates become interested for the job position and want to be a part of the organization.

Lastly, ethical work culture and environment encourages new candidates into applying for the organization since some candidates prefer these over attractive employee packages. Since all these issues are handled by the HR department, it can be concluded that healthy HR practices can help an organization establish itself as an attractive employer brand for candidates.

### **3.3.2: Brand promotion as an employer is crucial to attract young talents:**

While working at Kazi Farms Group, I had the opportunity to observe their employer branding techniques. Previously, KFG didn't have much exposure online to enhance their employer branding ways. Currently, the TA sub department of HR department has taken up the duty to establish the organization as an attractive organization to attract freshers and to compete with other organizations in the industry. Even though Kazi Farms has its name established due to its frozen foods, eggs and chicks, not many people knew how the organization is as an employer. Recently, KFG has started to present their accomplishments as an organization in its LinkedIn profile. Moreover, they also showcase their employees' achievements and onboarding of new employees, promotions and work culture through their LinkedIn. As a result, freshers are learning more about the company and their work culture which further motivates them to apply to the openings of KFG.

Additionally, KFG is so much invested with their recruitment and selection process that candidates are trying to earn new opportunities in this organization along with motivating their friends to join. This one-time interview calls were being sent for the position "Supervisor-deliver" and it was found that friends and neighbors belonging from the same area applied for the same position. As a result, during the assessment day, they all were present together for the interview.

Lastly, KFG is invested in attracting new talents through their “Rising Star Internship Program”. Through this program, they are aiming to attract fresh graduates and after their three-month internship tenure, they offer the interns a chance for extension as well. Due to this, interns are motivated to be more productive and efficient throughout their internship period. Moreover, their internship experience is presented through Kazi Farms Group official LinkedIn page to encourage fresh graduates to apply and earn their trust as an employer. From this promotion of themselves as a brand, nowadays, graduating university students are being encouraged to apply for their internship program. Previously, their internship program was not that known to a lot of young graduates because there was lack of employer branding. Therefore, it can be said that nowadays they are working effectively to promote themselves as an employer brand and it is succeeding in attracting young talents.

### **3.3.3: Employee Value Proposition contributes to employer branding:**

Employment value propositions (EVPs), according to Hein (2015), are the culmination of all the features and components of a work as well as the employment characteristics that may appeal, retain, and inspire staff. Tandehill Human Capital (2006) states that EVPs should ascertain the distinctive people policies, procedures, and initiatives that exhibit the company's dedication to staff development, management advancement, continuous employee appreciation, and community contribution. EVPs essentially provide workers with incentives to select one organization over another (Heger, 2007). As evidence, Companaro (2007) asserts that "an organization lacking an Employment Value Proposition (EVP) is akin to an individual lacking a personality—it doesn't exist." Furthermore, Hein (2015) found that graduate interns think about the following six important factors before deciding to pursue a career with an employer: The capacity to connect with the organization's mission, as well as the favorable

work atmosphere, digital experience, and investments made in staff members and connections. Thus, we can state that employer branding is closely related to employee value proposition.

### **3.4: Summary and Conclusion:**

Overall, employer branding is a vast and important concept in the modern age advancement of technologies and global competition in the labor market. The concept of employer branding has emerged from the long time back before the 2000's. Additionally, companies are always aiming to be "the employer of choice" (Suikkanen, 2010). Moreover, we have also found that organizations have been continuously trying to evolve themselves as an employer brand to have outstanding results in the job market. Apart from this, the topic of employer branding will always develop as long as there are employers and employees. Employer branding also goes on to show the ways an organization is treating its employees and their work culture. Fresh talents have their preferences while choosing any company they would like to work with and therefore based on their needs and benefits, their factors of attraction towards a company, organizations are enhancing their work culture and environment along with talent management practices.

Delving deep into the research we have discovered that HR practices and talent management in general play vital roles in both attracting and retaining employees. Moreover, talent acquisition practices such as recruitment and selection processes, compensation packages, insurance policies including ethical work culture and ethical work habits. Furthermore, Job descriptions play a crucial role for an organization to stand out as an employer brand. The reason is because, currently employees get the very first impression of a company through looking at the JD. If the JD is appealing, the candidate will look more into the company through

the company website. Thus, having an attractive and interesting JD is beneficial for the company. Next, we have observed that using social media for employer branding is quite important in this modern age. Without proper marketing of the brand, not much employees or young talents will be attracted towards the company or even know about it in the first place. This is the same as marketing about a product to its customers. Additionally, from practical perspective and first-hand experience, it can be said that KFG is taking employer branding more seriously than previous times. Lastly, we have seen that employee value proposition can contribute in benefiting a company as an employer.

### **3.5: Recommendations/ Implications:**

Employer branding is a vast topic and many areas of this aspect have not been yet explored. Moreover, considering the advancement of information technology, more areas of research can be analyzed. Considering these aspects and currently available resources, recommendations are given below to further delve into employer branding:

#### **3.5.1: Employer branding lacks innovation:**

To begin with, not much research has been found where the structure of employer branding has been defined clearly. According to a study, despite the EB process's unclear structure, several steps can be recognized as typical (**Gregorka et al., 2020**). These steps are mostly followed by companies while presenting their brands in the labor market. Furthermore, in another study, the authors contend that EB still lacks much creativity and is merely a rewording of the antiquated concept of "internal or HR branding." (**Behrends et al., 2020**). Therefore, more innovative and interesting ways of employer branding concepts must be established specially to attract young talents belonging from a generation where information technology has advanced vastly.

### **3.5.2: Remote working and Employer branding:**

Due to the pandemic caused by COVID-19, most organizations adapted work-from-home culture in their companies. During this time, employer branding was done solely based on the internet. As a result, this raises the question as to how do companies who are solely based on remote way of working, do their employer branding. Therefore, this area can be further explored and identified researching on companies who promote remote working style. Moreover, what attracts the employees to work into remote jobs can be identified through collecting one to one interview data from the employees working in these companies.

### **3.5.3: Using AI to promote employer branding:**

Since currently, AI has been flourishing in all areas of the industry, ways should be explored to use AI for employer branding. Using this information technology tool, many tasks of human resource management can be done easily and efficiently. In this way it can be time saving as well. Therefore, projects or studies can be done in this area to figure out what vast effect can artificial intelligence have on employer branding and how to promote an employer effectively through it.

### **3.5.4: Exploring employer branding ideas in an international level:**

Employer branding is done differently in different areas of the world. Around the globe, not all organizations have the same value or culture. Thus, exploring further ideas of the organizations can be beneficial and educative for many organizations. These ideas can be adopted to create more creative ideas and become successful in the industry as an employer brand. To summarize, employer branding is a vast topic but the topic feels disorganized since there is no definite structure. Moreover, the topic obviously has more scopes of further exploration which can be beneficial if explored effectively.

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