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**INFLUENCE OF ORGANIZATIONAL CULTURE ON
EMPLOYER BRANDING IN THE MOBILE
TELECOMMUNICATION SECTOR IN KENYA**

Dr. Dinah Chebet Keino, Dr. Hazel Gachunga and Dr. Kennedy Ogollah



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Influence of Organizational Culture on Employer Branding in the Mobile Telecommunication Sector in Kenya

¹Dr. Dinah Chebet Keino

Postgraduate Student, Jomo Kenyatta University of Agriculture and Technology

***Corresponding Author's Email: dkeino2@yahoo.com**

²Dr. Hazel Gachunga

Lecturer, Jomo Kenyatta University of Agriculture and Technology

³Dr. Kennedy Ogollah

Lecturer, University of Nairobi

Abstract

Purpose: The purpose of the study was to establish the effect of organizational culture on employer branding in the mobile telecommunication sector in Kenya.

Methodology: The study used descriptive design. The data collection instrument used was questionnaire. Census study method was used. The target population was only the top, middle and lower level managers in the mobile telecommunication sector totaling to three hundred and ninety (390). A pre-test and pilot survey was conducted. Data analysis involved statistical computations for averages, percentages, and correlation and regression analysis. Statistical computer software (SPSS) was used in data analysis. Analyzed data was presented using tables, charts and graphs.

Results: Results revealed that in most telecommunication companies in Kenya employee's work as a team, rather than hierarchy. The results also revealed that in most Mobile telecommunication companies in Kenya people are viewed as an important source of competitive advantage. The results also revealed that most telecommunication companies in Kenya have consistent core values. The results also showed that majority agreed with the statement that Work is organized so that each person can see the relationship between his or her job and the goals of the organization

Unique Contribution to Theory, Practice and Policy: The Mobile telecommunication sector in Kenya should have clear well communicated long term vision as well as formal and structured induction, orientation and familiarization process. The study also recommends that the mobile telecommunication companies in Kenya should enhance strategy fit culture, involve the employees in decision making and in addition, strive to maintain good working environment, flexible work schedule, and refreshing atmosphere which will boost employee's morale and encourage team work. Finally, the findings should also be used in comparison with the performance of other companies like the manufacturing and academic institutions in kenya in relation to Human resource practices, organizational culture and employer branding.

Keywords: *Organizational, employer branding, mobile telecommunication sector.*

1.0 INTRODUCTION 1.1 Background of the Study

The Telecommunication industry has evolved to become the fastest growing, competitive and the most vibrant industry in Kenya. Since the liberalization of the telecom sector in 1999, the Kenyan mobile sector has been witnessing tremendous development on the back of increasing competition among operators and investments in telecom infrastructure and 3G services. There are now more than 82 million mobile users in Africa. Mobile phone use is growing faster in Africa than anywhere else. The enactment of the Kenya Communications Act, 1998 led to the introduction of competition in the cellular mobile industry. Currently the Communication Authority of Kenya (CAK), 2010 has licensed four mobile operators namely Safaricom, Airtel, Econect Wireless (YU) and Telkom Kenya.

Research has shown that human capital is becoming an increasingly important asset that creates competitive advantages for companies (Barney, 1991; Mosely, 2007). Lievens and Highhouse (2003) imply that shortages in labour markets increase the importance for companies to attract, recruit and retain suitable employees. Armstrong (2006) found that, the aim of employer branding is to become an 'employer of choice', a place where people prefer to work. This means developing what Sears (2003) calls 'a value proposition', which communicates what the organization can offer its employees as a 'great place of work'.

The practices of HRM such as recruitment, training and development, career development and reward management are concerned with how people are employed and managed in organizations so as to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce. Cole (2004) emphasize that the HR function brings in the strategic value of people in organization by making contribution to value added and contribution to competitive advantage. Marchington (2008) argue that SHRM positively influences firm performance because it generates structural cohesion, an employee-generated synergy that propels a company forward, enabling the firm to respond to its environment while still moving forward. Although firms commonly focus their branding efforts toward developing product and corporate brands, branding can also be used in the area of human resource management to communicate competitiveness. The employer brand puts forth an image showing the organization as a good place to work.

1.2 Statement of the Problem

As the world increasingly becomes a global village, companies are faced with competition for human capital from all over the globe and they have to struggle to remain competitive and employers of choice. Continuing technological innovations have made it possible for corporations to use workforce from outside traditional markets. This has led to more cross boundary competition for skilled labour. This coupled with the increased competition between large and small firms around the world companies are experiencing unprecedented levels of competition to remain more competitive and sustainable even within given jurisdictions.

Existing literature claims that many organizations are not developing or maintaining their employer brand correctly and talent shortages can render organizations vulnerable in terms of competitive sustainability (Minchington, 2010; Boshard & Louw, 2010; Charest, 2011; Prinsloo, 2008). Previous studies have focused on the relationship between employer brand, corporate reputation, attraction and retention of talent especially in developed economies (Crous, 2007; Dell *et al.*, 2001; Minchington, 2010; Willock, 2005). However there is need to clearly establish how organizations use human resource practices to become employers of

choice (Employer branding) and to remain competitive using the Kenyan perspective. The proposition is enhanced by recommendations made by Foster, Punjaisri and Cheng (2010) who claim that further studies, must be made in to explore Human Resource activities and its link on Employer Branding. Nyambegera, et al. (2001) dismisses the adaptation of concepts in context of western cultural values due to difference in values held by employees from developed and developing countries but there are no known studies especially in the developing economies with the joint effect of Human resource, organizational culture and Employer Branding.

Human resource practice are based on the basic human resource management assumption that human capital brings value to the firm, influencing performance levels (Backhaus and Tikoo, 2004), which is the foundation of competitive advantage in the modern economy. Companies are facing problems concerning the attraction and retention of talented employees, due to the shortage of individuals with competence. A survey conducted between October and November 2013 by Unilever, a New York-based employer branding and human resource consulting company, Unilever's reputation was among the best choice company selected by students in top universities in the Kenya market over the past year. The company was declared the overall winner of the 2013 Institute of Human Resource Management Awards and was also ranked top employer brand of the year by a global talent management firm.

Despite the growing popularity of the employer branding practice, academic research on the concept is limited to a few articles in the marketing literature. Priyadarshi (2011), observed that despite employer brand gaining considerable popularity in HR practitioner literature, empirical research is still relatively inadequate (Cable & Turban, 2001; Backhaus & Tikoo, 2004; & Davies, 2007) echo the same sentiments and feel that the advent of the employer brand as a concept has been recent in academic field and its theoretical foundation is gradually being developed even though it is being considered and applied by practitioners for some time now. Kobonyo, P. & Dimba, B.A. (2007) suggested the need to examine the moderating Influence of culture on relationships between HRM practices, motivation and organizational performance in Kenya since their studies focused on the Influence of culture on strategic Human resource management (SHRM) in the Kenyan multinational companies(MNCs).

This clearly explains why there is need to establish the relationship that exists between organizational culture and employer branding and to completely understand the phenomenon of Employer Branding empirical contributions necessary in the developing world and especially Kenya. This study therefore sought to establish the effect of organizational culture on employer branding in the mobile telecommunication sector in Kenya.

1.3 Objective of the Study

The objective of the study was to establish the effect of organization culture on employer branding in the mobile telecommunication sector in Kenya.

2.0 LITERATURE REVIEW 2.1 Theoretical Review

2.1.1 Perceived Organizational Support Theory (POS)

Perceived Organizational Support (POS) refers to employees' perception concerning the extent to which the organization values their contribution and cares about their well-being Kurtessis, J. N., Eisenberger, R. Ford, M. T. Buffardi, L. C. Stewart, K. A., & Adis, C. S. (2015) .POS has been found to have important consequences employee performance and well-

being. Organisational support theory (Eisenberger et al., 2015; Eisenberger & Stinglhamber, 2011) states that employees develop a general perception concerning the extent to which the organisation values their contributions and cares about their wellbeing (perceived organisational support (POS)). Organizational support theory (OST: Eisenberger, Huntington, Hutchinson, & Sowa, 1986; Rhoades & Eisenberger, 2002; Shore & Shore, 1995) holds that in order to meet socio emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being. Such perceived organizational support (POS) would increase employees' felt obligation to help the organization reach its objectives, their affective commitment to the organization, and their expectation that improved performance would be rewarded. Behavioral outcomes of POS would include increases in in role and extra-role performance and decreases in stress and withdrawal behaviors such as absenteeism and turnover.

According to Eisenberger et al. (1986), the development of POS is afforded by the natural tendency of employees to personify their organisation by ascribing human like characteristics to it. Employees would then view the treatment received from their organisation as an indication that it favours or disfavors them. Accordingly, a variety of favourable job conditions and work experiences such as opportunities for recognition, high pay, promotions, autonomy, and training have been found to be positively and significantly related with a high POS (Rhoades & Eisenberger, 2002). Furthermore, several authors have found that, if favourable job conditions and work experiences enhance AC, that is because they elicit among employees a feeling of being cared about and supported by the organisation, so that POS mediates the relationship between job conditions and work experiences and AC (Rhoades et al., 2001, Stinglhamber & Vandenberghe, 2003).

The core idea of POS is then that the employee has a felt obligation or a need to reciprocate perceived positive organizational actions in a positive manner. Like the inducements/contribution model underpinning PCT, organisational support theory is based on the premise that when employees believe that the organisation values their Contributions and well-being, they feel obliged to reciprocate. Perceived organizational support (POS) is closely associated with the meeting of socio-emotional needs and an organisation's readiness to reward increased efforts made on its behalf (Eisenberger et al, 1986; Eder and Eisenberger, 2008). Research has mostly focused upon the content of the resources exchanged. Three key aspects of work experience shown to shape POS resonate with antecedents shaping the state of the psychological contract (Aselage and Eisenberger, 2003): organisational rewards and working conditions like developmental experiences, job autonomy, and visibility to and recognition from upper-level management perceived supervisor support, the extent to which supervisors care about the employees and value their contributions fairness of formal organisational policies and procedure, linked to notions of procedural justice.

2.2 Empirical Review

From the individual level, Collis and Montgomery (2006) points out that the importance of human resource management depends on the degree to which it contributes to the creation of a competitive advantage Empirical evidence can be found supporting the argument that training and compensation taking into account varying factors, can enhance retention. In Greenhalgh and Mavrotas'(1996) study it was found that "job-to-job mobility is highest for the young and higher for those with formal educational qualifications than for the unskilled", pointing out that

life cycle and education level influence links between training and turnover. In addition Green et al. (2000) investigated the impact of different types of training on turnover discovering that "training is more likely to lead to lower mobility when it is less transferable to other firms, is sponsored by firms, and where its objectives include increasing the identification of employees with Corporate objectives. Literature clearly indicates that employer branding has a positive influences on business as a whole. The focus is generally on how to make the employer attractive or the "employer of choice" in order to lure the best possible talent to the company. Additionally, a lot of discussions have revolved around the ways of retaining the top talent.

Cooke et al (2005) asserted that SHRM is an efficient function that copes with environmental changes. It directly and indirectly benefits companies because it changes passivity into initiative, transmits organizational goals clearly and encourages the involvement of line managers. Marchington (2008) argue that SHRM positively influences firm performance because it generates structural cohesion, an employee-generated synergy that propels a company forward, enabling the firm to respond to its environment while still moving forward. Cooke et al (2005) investigated the HRM practices of firms in declining industries. They found that most high performance firms adopted SHRM measures. Conversely, low performance firms tended to employ conventional methods. Various researchers (Appelbaum et al., 2000; Guest et al., 2000; West et al., 2002; Purcell et al. 2007) have found a positive relation between HRM practices and firm financial performance. They found that the strategic orientation of HR in high productivity firms differed obviously from that in low productivity firms.

Employer branding has been identified as a retention management technique. The employer brand aims to influence every touch point of the employment experience by promoting a beneficial employment package in form of pay and benefits, working environment, career management, balanced work life, mental and social satisfaction etc. (Gaddam, 2008). Moroko and Uncles (2009) point (Allen et al., 2010) highlighting yet again the importance of retaining workforce in long term. According to the Conference Board report on employer branding Conference Board, (2001) organizations have found that effective employer branding leads to competitive advantage helps employees internalize company values and assists in employee retention. In many developed economies, changing demographics and economic conditions have given rise to increasingly competitive labour markets, where competition for good employees is strong. Consequently, strategic investments in attracting suitably qualified and skilled employees and as several scholars assert that brands and human capital constitute some of the firm's most important assets (Aaker, 1991; Backhaus & Tikoo, 2004), and that the development of these intangible assets is an important task for marketers and human-resource managers (Sutherland, Torricelli, & Karg, 2002).

The current study will seek to understand the role played by human resource practices in attracting human capital to the firm, as this is the stage when employee expectations are met. The Economist suggest that effective Employment Value Proposition (EVP) management can bring tangible benefits, including a 20% increase in the pool of potential workers, a four-fold increase in commitment among employees and a 10% decrease in payroll costs (Ipsos MORI, 2012). For employer branding efforts to succeed in organizations, especially those that are enthusiastic in gaining competitive advantage over their business rivals there is need for them to manage their talent in vigilant and effective ways.

3.0 RESEARCH METHODOLOGY

The study used descriptive design. The questionnaires were administered to all the managers of the four firms identified and a census study method was used since the target population was only the top, middle and lower level managers in the mobile telecommunication sector totaling to three hundred and ninety (390). To ascertain the validity and reliability of questionnaire, a pre-test and pilot survey was conducted. Data analysis involved statistical computations for averages, percentages, and correlation and regression analysis. Statistical computer software (SPSS) was used in data analysis. Analyzed data was presented using tables, charts and graphs.

4.0 RESULTS AND DISCUSSIONS 4.1 Response Rate

The number of questionnaires that were administered was 390 and a total of 292 questionnaires were properly filled and returned where as some of the respondents returned the questionnaires half-filled others refused to return them completely despite a lot of follow up. The response rate was 74.87% as shown on Table 1. This represented an overall success according to Mugenda and Mugenda (2003) and also Kothari (2004) a response rate of above 50% is adequate for a descriptive study. Cooper and Schindler (2003) also argues that a response rate exceeding 30% of the total sample size provides enough data that can be used to generalize the characteristics of a study problem as expressed by the opinions of few respondents in the target population Based on these assertions the response rate of, 74.87% was adequate for the study.

Table 1: Response Rate

Response	Frequency	Percent
Returned	292	74.87%
Unreturned	98	25.13%
Total	390	100%

4.2 Demographic Characteristics

This section consists of information that describes basic characteristics such as gender of the respondent, number of years worked and the years of operation of the respondents.

4.2.1 Gender of the respondents

The respondents were asked to indicate their gender. Figure 1 shows the results.

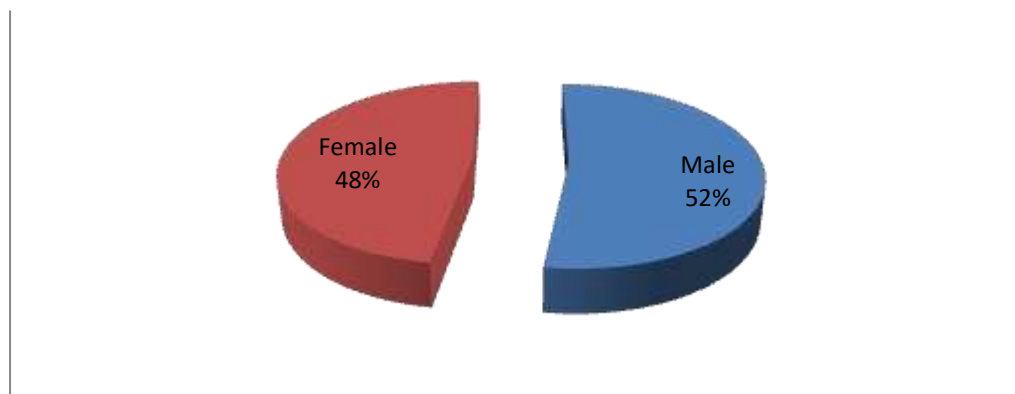


Figure1: Gender of the respondents

52% of the respondents were male while only 48% were female. This implies that majority of middle and lower level management staff working in the mobile telecommunication sector in Kenya are male. This agrees with a study by Ellis, Cutura, Dione, Gillson, Manuel & Thongori (2007) that in spite of women being major actors in Kenya's economy, and notably in agriculture and the informal business sector, men dominate in the formal sector citing the ratio of men to women in formal sector as 74%:26%. Other studies that have identified male domination in the formal and informal sectors include Gakure (2001) and Gakure (2003).

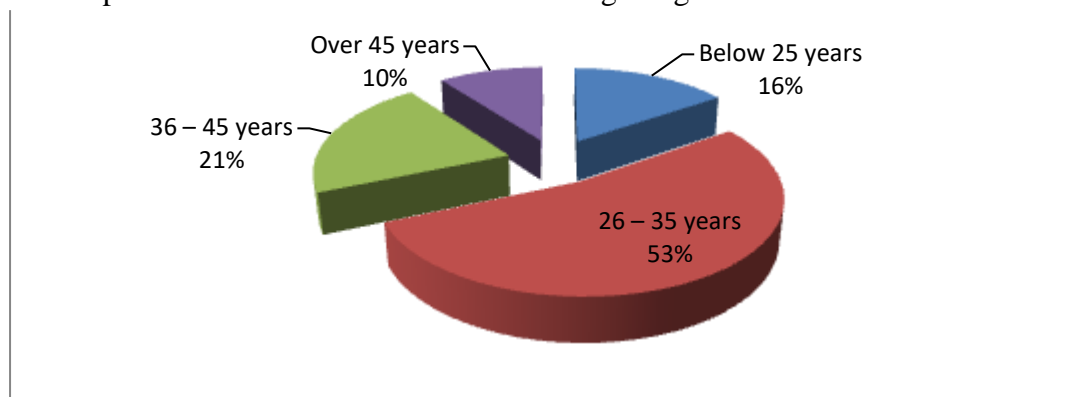
T test was performed so as to check if there was a significant relationship between gender and employer branding. Table 2 shows the results. **Table 2: t test for Gender of the respondents**

Gender	N	Mean	Std. Deviation	Std. Error Mean	t test
Male	153	0.7799	0.23512	0.01901	
Female	139	0.8247	0.2136	0.01812	0.089

The t test results revealed that there was no statistical significance difference in gender with employer branding ($p=0.089$). This means that gender did not influence employer branding.

4.2.2 Age of the respondents

The respondents were asked to indicate their age. Figure 2 shows the results.

**Figure 2: Age of the respondents**

53% of the respondents indicated that they were between 26-35 years, 21% of the respondents indicated that they were between 36-45 years. 16% of the respondents indicated that they were below 25 years while only 10% of the respondents indicated that they were over 45 years. This implies that majority of the employees were younger employees. A vibrant sector like telecommunication will have relatively younger employees considering the high level of technology. According to the Population Situation Analysis Report for Kenya (2014) the trend of population growth for persons aged 24-34 years has increased from about 12% in 1999 to nearly 15% in the year 2009. Therefore the finding of this study reflects the current trend of the Kenya population indices.

Descriptive statistics for the age of the respondents were performed. This was for the purpose of checking if there was significant difference between the means of the age brackets. The results are presented in Table 3.

Table 3: Descriptive statistics of Age of the respondents

Confidence Interval for Mean Min Max Lower Bound Mean Std. Dev Std. Error 95% Upper Bound

Below 25 years	0.88	0.11599	0.01729	0.8452	0.9148	0.53	1
26 – 35 years	0.833	0.20588	0.01654	0.8003	0.8657	0.27	1
36 – 45 years	0.7383	0.26564	0.03374	0.6709	0.8058	0.2	1
Over 45 years	0.6489	0.26548	0.04847	0.5498	0.748	0.27	1
Total	0.8012	0.22586	0.01322	0.7752	0.8272	0.2	1

The descriptive statistics of age showed that there were differences in the means scores of age brackets. Those who were on the age bracket below 25 years had a means score of 0.88, those who were between 26-35 years had a means score of 0.833, 36-45 years had a mean score 0.7383, while those were above 45 years had a means score of 0.6489 as shown in table 3

Further analysis of the variance was tested to confirm if there was statistical significant difference on the ages of the respondents and employer branding. The results were presented in Table 4.4.

Table 4: ANOVA test for Age of the respondents

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.377	3	0.459	9.817	0.000
Within Groups	13.468	288	0.047		
Total	14.845	291			

Results revealed that there was statistical significant difference ($p=0.000$) as shown in table 4.4. This means that age influences employer branding.

4.2.3 Level of education

The respondents were asked to indicate their highest level of education. The results are presented in Figure 3.

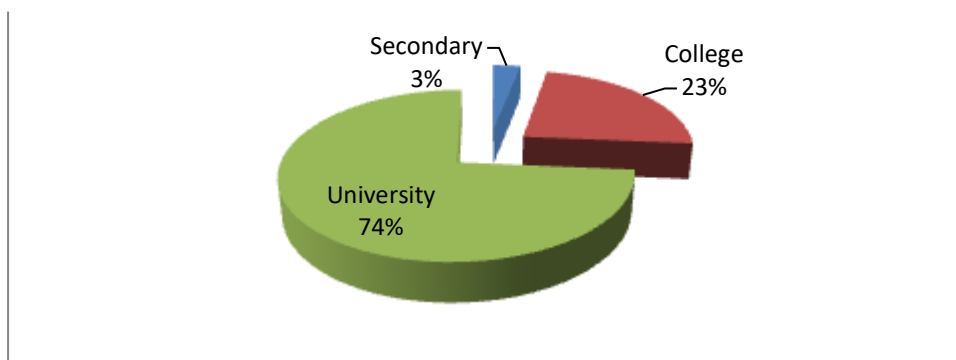


Figure 3: level of education

74% of the respondents had their highest level of education being university level, 23% of the respondents had their highest level of education being college level while 3% of the respondents had their highest level of education being secondary level. This implies that the employees working in the communication sector are skilled for the job. In addition, regarding to this study, it means that the respondents were able to read the questionnaire on their own and thus better response achieved.

Descriptive statistics for the education levels of the respondents were performed. This was for the purpose of checking if there was significant difference between the means of the education levels. The results are presented in Table 5. **Table 5: Descriptive statistics for level of education**

	Mean	Std. Dev	Std. Error	95% Confidence Interval for Mean		Min	Max
				Lower Bound	Upper Bound		
Secondary	0.9111	0.06667	0.02222	0.8599	0.9624	0.87	1
College	0.8216	0.2359	0.02861	0.7645	0.8787	0.33	1
University	0.7902	0.22587	0.0154	0.7598	0.8206	0.2	1
Total	0.8012	0.22586	0.01322	0.7752	0.8272	0.2	1

The descriptive statistics of level of education showed that there were differences in the means scores of education levels. Those who had attained secondary level had a mean score of 0.9111, those who had attained college level had a mean score of 0.8216 while those who had attained university level had a mean score of 0.7902 as shown in the Table 5

Further analysis of the variance was tested to confirm if there was statistical significant difference on the level of education and employer branding.

Table 6: ANOVA test for level of education

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.163	2	0.081	1.604	0.203
Within Groups	14.682	289	0.051		
Total	14.845	291			

Results revealed that there was no statistical significant difference ($p=0.203$) as shown in Table 6. This means that the level of education does not influence employer branding.

4.2.4 Length of service

The respondents were asked to indicate the duration they have worked in the organization. Results are presented in Figure 4.

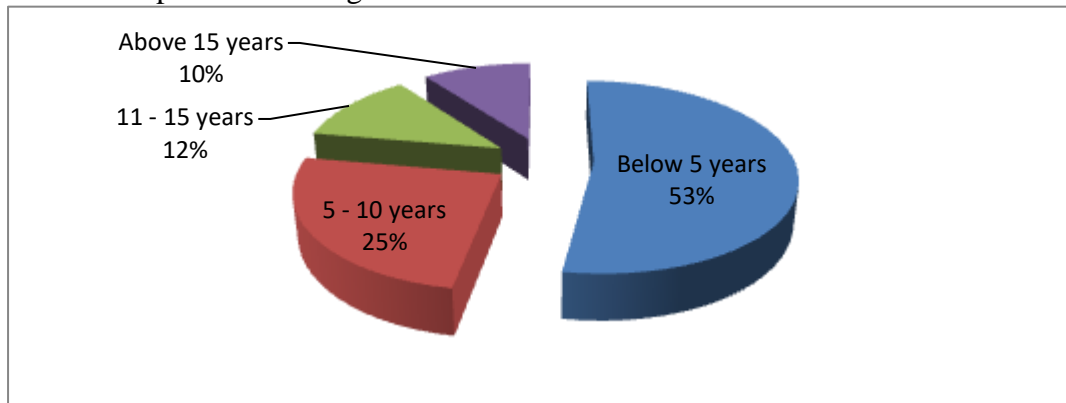


Figure 4: Length of service

53% of the respondents had worked in the communication sector for less than 5 years, 25% had worked in the communication sector for 5-10 years, and 12% had worked in the communication sector for 11-15 years while only 10% had worked in the organization for above 15 years. This implies that majority of the respondents had not worked in the organization for a long period.

Descriptive statistics for the length of service of the respondents were performed. This was for the purpose of checking if there was significant difference between the means of length of service. The results are presented in Table 7

Table 7: Descriptive statistics for length of service

Length of service	Mean	Std. Dev	Std. Error	95% Confidence Interval Mean	for Minimum	Maximum
				Lower Bound	Upper Bound	
Below 5 years	0.8348	0.19797	0.01595	0.8033	0.8663	1

5 - 10 years	0.782	0.2579	6	7	0.03019	0.7225	0.8428	0.2	1
11 - 15 years	0.761	0.2366	9	9	0.04001	0.6806	0.8432	0.27	1
Above 15 years	0.72	0.2422	1		0.04422	0.6296	0.8104	0.33	1
Total	0.801	0.2258	2	6	0.01322	0.7752	0.8272	0.2	1

The descriptive statistics of length of service showed that there were differences in the mean scores of length of service. Those who had worked in the organization for less than 5 years had a mean score of 0.8348, those who had worked for between 5-10 years had a mean score of 0.7826, those who had worked for between 11-15 years had a mean score of 0.7619 while those who those who had worked for 15 years had a mean score of 0.72 as shown in Table 7.

Further analysis of the variance was tested to confirm if there was statistical significant difference on the length of service and employer branding. Results are presented in Table 8.

Table 8: ANOVA test for length of service

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	0.451	3	0.15	3.007	0.031
Within Groups	14.394	288	0.05		
Total	14.845	291			

Results revealed that there was statistical significant difference ($p=0.031$) as shown in table 4.8. This means that length of service influences employer branding.

4.3 Organizational culture on employer branding

4.3.1 Reliability results for Organizational culture

The cronbach alpha was calculated in a bid to measure the reliability of the questionnaire. This was done by subjecting the eight questionnaires to 10 managers of mobile telecommunication companies that were randomly selected. Table 9 shows the reliability results.

Table 9: Reliability Coefficient

<u>Variables</u>	<u>Number of items</u>	<u>Cronbach's Alpha</u>	<u>Comment</u>
<u>Involvement empowerment</u>	<u>5</u>	<u>0.856</u>	<u>Accepted</u>
<u>Team orientation</u>	<u>5</u>	<u>0.831</u>	<u>Accepted</u>
<u>Capability development</u>	<u>5</u>	<u>0.728</u>	<u>Accepted</u>
<u>Consistency core values</u>	<u>3</u>	<u>0.776</u>	<u>Accepted</u>

Vision 5 0.798 Accepted

Mission 5 0.752 Accepted

The findings indicated that all the variables were reliable since their cronbach alpha was above 0.7 which was used as a cut-off of reliability for the study.

4.3.2 Descriptive Statistics

Descriptive statistics regarding to statements on organizational culture was presented. Table 10 shows the results.

Table 10: Organization Culture

					Strongly Agree			Std.
Disagree	Strongly Disagree	Neutral	Disagree	Deviate	Statement	Agree	Agree	l
<hr/>								
Involvement								
Empowerment								
Most employees are highly								
involved in their work	36.30%	50.00%	7.50%	4.10%	2.10%	1.86	0.88	
Decisions are usually made at the level where the best information is available	20.20%	46.60%	14.00%	15.40%	3.80%	2.36	1.08	
Information is widely shared so that everyone can get the information he or she needs when it's needed	29.10%	41.40%	14.00%	12.70%	2.70%	2.18	1.08	
Everyone believes that he or she can have a positive impact in the organisation	33.60%	46.90%	12.70%	5.80%	1.00%	1.94	0.89	
Business planning is ongoing and involves everyone in the process to some degree	17.80%	40.40%	21.20%	14.70%	5.80%	2.50	1.12	
Average						2.17	1.01	
Team Orientation								
Cooperation across different parts of the organization is actively encouraged		39.00%	49.30%	4.10%	5.80%	1.70%	1.82	0.89
People work like they are part of a team		25.00%	47.90%	13.40%	11.60%	2.10%	2.18	1.00
Teamwork is used to get work done, rather than hierarchy		24.30%	58.90%	10.60%	3.40%	2.70%	2.01	0.86
Teams are our primary building blocks		30.80%	52.70%	10.30%	5.10%	1.00%	1.93	0.84
Work is organized so that each person can see the relationship between his or her job and the goals of the organization		26.70%	42.80%	12.70%	14.00%	3.80%	2.25	1.11
Average						2.04	0.94	
<hr/>								
Capability development								
Authority is delegated so that					22.30			

people can act on their own	18.20%	43.20%	14.00%	%	2.40%	2.48	1.10
The "bench strength"							
(capability of people) is					14.00		
constantly improving.	26.70%	42.80%	12.70%	%	3.80%	2.43	1.04
There is continuous							
investment in the skills of					12.70		
employees	18.80%	48.30%	17.10%	%	3.10%	2.33	1.02
The capabilities of people are							
viewed as an important							
source of competitive					9.60		
advantage	19.50%	51.70%	16.40%	%	2.40%	2.24	0.95
Problems often arise because							
we do not have the skills							
necessary to do the job.					26.40		
(Reversed Scale)	15.80%	24.30%	18.20%	%	15.10%	3.02	1.32
Average						2.50	1.08
Consistency core values							
The leaders and managers					28.80		
"practice what they preach".	16.80%	29.50%	16.80%	%	8.20%	2.82	1.25
There is a clear and							
consistent set of values that							
governs the way we do					10.30		
business.	21.20%	59.60%	7.90%	%	1.00%	2.10	0.89
Ignoring core values will get					6.20		
you in trouble.	39.70%	47.90%	6.20%	%	0.00%	1.79	0.81
Average						2.24	0.98
Vision							
We have a shared vision of							
what the organization will be					4.50		
like in the future	22.60%	54.10%	17.80%	%	1.00%	2.07	0.82
Leaders have a long-term					14.40		
viewpoint.	15.10%	45.50%	22.90%	%	2.10%	2.43	0.98

Short-term thinking often compromises our long-term vision. (Reversed Scale)	24.00%	40.10%	20.50%	%	1.00%	2.28	1.02
						14.40	
Our vision creates excitement and motivation for our employees	23.30%	51.40%	16.80%	%	1.00%	2.12	0.89
						7.50	
We are able to meet short-term demands without compromising our long-term vision	22.90%	50.30%	19.90%	%	0.00%	2.11	0.83
						6.80	
Average						2.20	0.91
Mission							
There is a long-term purpose and direction.	25.00%	56.50%	8.90%	%	2.10%	2.05	0.91
						7.50	
Our strategy leads other organizations to change the way they compete in the industry.	29.80%	49.00%	16.40%	%	1.00%	1.97	0.84
						3.80	
There is a clear mission that gives meaning and direction to our work.	27.40%	52.40%	12.30%	6.80%	1.00%	2.02	0.88
						%	
There is a clear strategy for the future.	28.10%	51.00%	11.60%	%	1.00%	2.03	0.91
						8.20	
Our strategic direction is unclear to me. (Reversed Scale)	12.70%	22.30%	11.30%	%	23.60%	3.30	1.38
						30.10	
Average						2.27	0.98

Results in table 10 revealed that 86.3% agreed with the statement that most employees are highly involved in their work. The results also showed that 66.8% agreed with the statement that decisions are usually made at the level where the best information is available. 70.5% agreed with the statement that information is widely shared so that everyone can get the information he or she needs when it's needed.

Further, 80.5% agreed with the statement that everyone believes that he or she can have a positive impact in the organization. 58.2% agreed with the statement that business planning is ongoing and involves everyone in the process to some degree. Using a five point scale likert mean, the overall mean of the responses was 2.17 which indicates that majority of the respondents agreed to the statement of the questionnaire. Additionally, the standard deviation of 1.01 indicates that the responses were varied. The results herein imply that involvement empowerment influence employer branding.

These finding is consistent with that of Brooks (2006) who found that the job performance of organization has a strong impact of strong organization culture which leads to enhance productivity, and that the productivity and culture of organization helps in improving performance. It is in the line of this idea that the norms and values of organization based upon different cultures influence on workforce management which enables effective and efficient management of workforce.

In addition, 88.3% agreed with the statement that cooperation across different parts of the organization is actively encouraged. The results also showed that majority of the respondents who were 72.9% agreed with the statement that people work like they are part of a team. The results also showed that majority of the respondents who were 83.2% agreed with the statement that teamwork is used to get work done, rather than hierarchy. The results also revealed that majority of the respondents who were 83.5% agreed with the statement that Teams are our primary building blocks.

The results also showed that majority of the respondents who were 69.5% agreed with the statement that Work is organized so that each person can see the relationship between his or her job and the goals of the organization. Using a five point scale likert mean, the overall mean of the responses was 2.04 which indicates that majority of the respondents agreed to the statement of the questionnaire. Additionally, the standard deviation of 0.94 indicates that the responses were varied. The results herein imply that team orientation influence employer branding.

The findings also agrees with that of Miles & Mangold (2004) who found that Companies do the same in employer branding in that it creates an image that makes people want to work for the firm because it is a well-managed firm where workers are continually learning, growing and becoming part of the companies culture Companies with a strong organizational culture experience increased employee retention in addition to increased satisfaction and commitment.

Results in table 4.31, further, revealed that 61.4% agreed with the statement that authority is delegated so that people can act on their own. The results also showed 69.5% agreed with the statement that the "bench strength" (capability of people) is constantly improving. 67.1% agreed with the statement that there is continuous investment in the skills of employees. 71.2% agreed with the statement that the capabilities of people are viewed as an important source of competitive advantage. 41.5% disagreed with the statement that problems often arise because we do not have the skills necessary to do the job.

Using a five point scale likert mean, the overall mean of the responses was 2.50 which indicates that majority of the respondents agreed to the statement of the questionnaire. Additionally, the standard deviation of 1.08 indicates that the responses were varied. The results herein imply that capability development influence employer branding.

These findings were consistent with that of Kuchеров and Zavyalova (2012) who found that organisations with strong employer branding invested more in training and development activities. Furthermore, companies with strong employer branding were found to engage more in collaborative decision-making with staff and in supportive management processes, thus promoting a positive image to the internal and external labour markets. The findings were also consistent with Kuchеров and Zavyalova (2012) who concluded that culture and experiential benefits were thus the main attractors for current and potential employees in their study.

In addition, results in table 4.31 revealed that 46.3% agreed with the statement that the leaders and managers "practice what they preach. The results also showed that 80.8% agreed with the statement that the "bench strength" (capability of people) is constantly improving. The results also showed that majority of the respondents who were 87.6% agreed with the statement that Ignoring core values will get you in trouble. Using a five point scale likert mean, the overall mean of the responses was 2.24 which indicates that majority of the respondents agreed to the statement of the questionnaire. Additionally, the standard deviation of 0.98 indicates that the responses were varied. The results herein imply that consistency core values influence employer branding.

The findings are also consistent with the report of Conference Board report on employer branding Conference Board, (2001) organizations have that found that effective employer branding leads to competitive advantage helps employees internalize company values and assists in employee retention. In many developed economies, changing demographics and economic conditions have given rise to increasingly competitive labour markets, where competition for good employees is strong.

The results also revealed that 76.7% agreed with the statement that they have a shared vision of what the organization will be like in the future. 60.6% agreed with the statement that the leaders have a long-term viewpoint. 64.1% agreed with the statement that short-term thinking often compromises our long-term vision. 74.7% agreed with the statement that their vision creates excitement and motivation for their employees. 73.2% agreed with the statement that they are able to meet short-term demands without compromising their long-term vision. Using a five point scale likert mean, the overall mean of the responses was 2.20 which indicates that majority of the respondents agreed to the statement of the questionnaire. Additionally, the standard deviation of 0.91 indicates that the responses were varied. The results herein imply that vision influence employer branding.

Regarding statements on mission, 81.5% agreed with the statement that there is a long-term purpose and direction. 78.8% agreed with the statement that their strategy leads other organizations to change the way they compete in the industry. 79.8% agreed with the statement that there is a clear mission that gives meaning and direction to their work. 79.1% agreed with the statement that there is a clear strategy for the future. The results also showed that majority of the respondents who were 53.7% disagreed with the statement that their strategic direction is unclear to them. Using a five point scale likert mean, the overall mean of the responses was 2.27 which indicates that majority of the respondents agreed to the statement of the questionnaire. Additionally, the standard deviation of 0.98 indicates that the responses were varied. The results herein imply that mission influence employer branding.

The findings also agree with that of Sherman et.al (2006) who found in their research that majority of the employees in organizations surveyed planned to remain with their organizations at least for the next five years because of the prevailing culture of management care. Employer

branding is often used to affect organizational culture and organizational identity, and in turn to affect employer brand loyalty, it also reflects the organizational human capital philosophy. The organizations goals and strategies should be aligned with the employees. Employer branding gives companies the opportunity to distribute the messages among the employees, which are supported by mission and vision statements.

4.3.3 Range of annual cost of fraud management

The respondents were further asked to indicate the range of annual cost of fraud management. Results are presented in Figure 5.

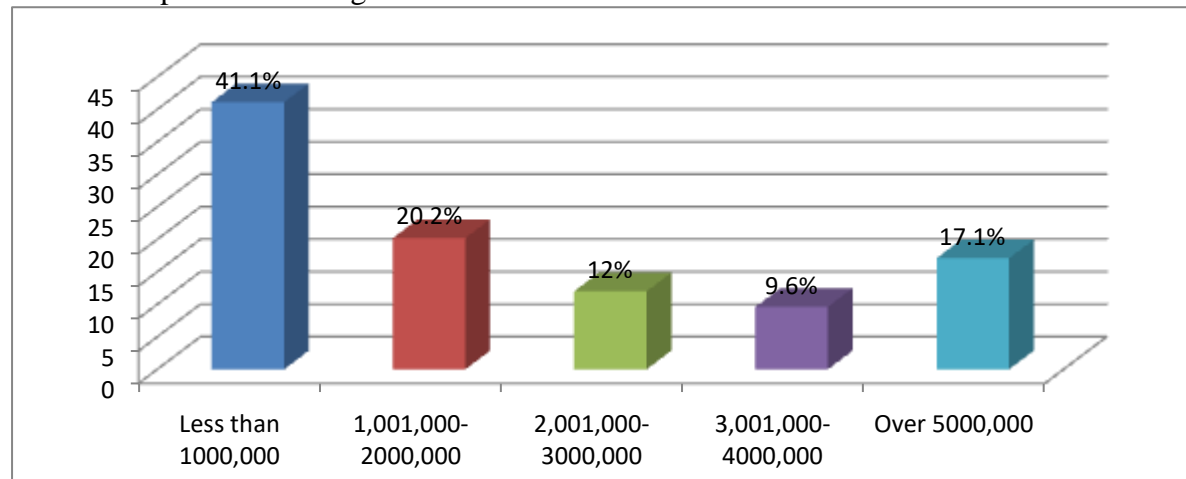


Figure 5: Range of annual cost of fraud management

41.1% indicated that the range of annual cost of fraud management was less than 1000000, 20.2% of the respondents indicated that the range of annual cost of fraud management was between 1001000-2000000, 12% of the respondents indicated that the range of annual cost of fraud management was between 2001000-3000000, 9.6% indicated that the range of annual cost of fraud management was between 3001000-4000000 while only 17.1% indicated that the range of annual cost of fraud management was over 5000000. This implies that majority of the mobile telecommunication companies have a small budget for fraud management.

4.3.4 Correlation analysis

Correlation analysis was conducted between organization culture and employer branding. Results are presented in table 11.

Table 11: Correlation matrix

		Employer branding	Team orientation
Employer branding	Pearson Correlation	1.000	
	Sig. (2-tailed)	0.000	
Organization culture	Pearson Correlation	.305**	1.000
	Sig. (2-tailed)	0.000	

The results indicated that there was a positive and a significant association between organization culture and employer branding ($r=0.305$, $p=0.000$). Companies with a strong organizational culture experience increased employee retention in addition to increased

satisfaction and commitment (Wheeler et al.2006). Sherman et.al (2006) found in their research that majority of the employees in organizations surveyed planned to remain with their organizations at least for the next five years because of the prevailing culture of management care. Employer branding is often used to affect organizational culture and organizational identity, and in turn to affect employer brand loyalty, it also reflects the organizational human capital philosophy.

4.3.5 Logistic regression

The fifth objective of the study was to establish the moderating effect of organizational culture on the relationship between human resource practices and employer branding in the mobile telecommunication sector in Kenya. Logistic regression was used to model relationship between organizational culture and employer branding. Results are presented in table 12.

Table 12: logistic regression Employer branding	Coef.	Std.Err	z	P> z
Organization Culture	1.1074	0.31866	3.48	0.001
<u>cons</u>	<u>11.5538</u>	<u>1.78907</u>	6.46	0.000

Number of Observations = 292

Pseudo R2 = 0.3864

Prob>chi = **0.001**

Table 12 showed organization culture and employer branding are positively and significantly related($\text{Exp}(B) = 1.1074$, $P=0.001$). Thus, the level of employer branding for mobile telecommunication companies that have good team is 1.1074 times higher than those who do not have good team orientation. Aluko, (2003); and K'Obonyo & Dimba, (2007) suggests that of all the country specific factors that drive organizational success and contemporary workplace practices in a country, culture is the most potent; as it the base of people's behaviors an attempt to explain the basic concept of culture.

$$Y = 11.5538 + 1.1074 X$$

Where;

Y=Employer branding

X= Organization culture

5.0 CONCLUSIONS AND RECOMMENDATIONS 5.1 Conclusions

The study concluded that there was a positive and a significant association between involvement empowerment, team orientation, consistency core values, vision, mission and employer branding in the mobile telecommunication sector in Kenya.

The study also concluded that for employer branding efforts to succeed in organizations, especially those that are enthusiastic in gaining competitive advantage over their business rivals there is need for them to be vigilant and consistent in promoting their culture.

The study further concluded that culture and experiential benefits were the main attractors for current and potential employees in the mobile telecommunication sector in Kenya. Furthermore, companies with strong employer branding were found to engage more in collaborative decision-making with staff and in supportive management processes, thus promoting a positive image to the internal and external labour markets

Lastly, the study concluded that organization culture leads to enhance productivity, and that the productivity and culture of organization helps in improving Employer branding in the mobile telecommunication sector in Kenya. It is in the line of this idea that the norms and values of organization based upon different cultures influence on workforce management which enables effective and efficient management of workforce. K'Obonyo and Dimba, 2007) suggests that of all the country specific factors that drive organizational success and contemporary workplace practices in a country, culture is the most potent; as it the base of people's behaviors an attempt to explain the basic concept of culture.

5.2 Recommendations

The Mobile telecommunication sector in Kenya should have clear well communicated long term vision as well as formal and structured induction, orientation and familiarization process. The study also recommends that the mobile telecommunication companies in Kenya should enhance strategy fit culture, involve the employees in decision making and in addition, strive to maintain good working environment, flexible work schedule, and refreshing atmosphere which will boost employee's morale and encourage team work. Finally, the findings should also be used in comparison with the performance of other companies like the manufacturing and academic institutions in kenya in relation to Human resource practices, organizational culture and employer branding.

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