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About the output

8 Output title

Exploring HR practitioners' perspective on employer branding and its role in organisational attractiveness and talent management

9 Abstract

Branding is a well-established concept in marketing, but employer branding is still a developing one and relative research around this concept has been broad and lacking specific sector focus. The latest research in the field of employer branding highlights a mix of marketing principles and recruitment practices, based on the concept that, just as customers have perceptions of an organisation's brand, then so do other stakeholders including employees (Mosley, 2015). Employer brand has also been associated to the attraction, engagement and retention of the "right" talents who carry professional values matching organizational values (Kuron et al., 2015). However, the emphasis has been on organisations, notably less than 20 percent worldwide, predominantly operating in developed countries (Minchington, 2011; Balan, 2013), typically with individualistic cultures (Van Hoye, et al 2012). The present study investigates employer branding for service organisations' image and attraction as an employer in a non-Western culture. The purpose of this study is to examine the perceptions of Human Resources (HR) professionals and practitioners, on the role of employer branding in employer attractiveness and talent management, within Mauritian banking sector. The data collection for this qualitative study involved semi-structured interviews with senior managers from Mauritian banking organisations, including multinational enterprises (MNEs), small business unit banks (SBUs), and Mauritian banks. Analysis of findings showed that organisations and banks this case, are increasingly competing to attract highly skilled personnel in various professional areas and therefore those organisations that attract the best talent will have a distinct edge in the marketplace (Harari 1998, Mahroum 2000). Furthermore, findings from the semi-structured interviews with senior managers suggests

that employer branding remains at an embryonic stage within the Mauritian banking sector, and therefore a clear need exists for a more developed strategy. Interestingly, HR practitioners at Mauritian SBUs, in spite of lagging behind worldwide trends of internal marketing orientation, have unanimously converged on the idea that employer branding is the latest mechanism which organisations adopt to gain competitive advantage in the war for talent (Michaels, 2001). The insights provided through this study address the dearth of academic research on employer branding in the African continent while providing invaluable information from an HR professionals' perspective.

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