

THE CORRELATION ANALYSIS BETWEEN EMPLOYER BRANDING AND EMPLOYEE SATISFACTION AND LOYALTY: CASE STUDY AT ONE OIL COMPANY IN INDONESIA

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Abstract

This study focuses on analyzing and understanding correlation between Employer Branding and Employee Satisfaction and loyalty at PT. XYZ, a global oil and gas company which operate in 90 countries. The company listed on number 14 out of 50 companies as preferred employer in 2010 for engineering background students based on Universum study on 2011. The challenge that company face is the declining rank compare to previous year. The result of this quantitative research is based on random sampling survey of 44 respondents of PT.XYZ employees (one oil company which operated in Indonesia). The research reveals that there are still perception gap between employee and company expectation. Whilts To measure degree of relationship of employer branding and satisfaction and loyalty,chi square analysis is being used.The result of chi square score indicate that there significant relationship between employee branding with employee satisfaction. However, there is no relationship between employee branding with loyalty.

Keywords: Brand, Employer branding, Employee loyalty, Employee satisfaction.

BACKGROUND

Talent is scare, especially top-talent, companies fight for top performer to growth and sustains the business. To attract talent, employer branding is one of the hottest strategy that many companies currently attempt to do. Employer branding is a strategy that company implement to create best pleace to work perception on employee mind . It designs the long term strategy to manage potential and current employee perceptions to recruit and retain its top performer. "Creating a distinct employer brand is now on the top of the list of priorities for most of key organizations." (Collins, 2001).

PT. XYZ company is global oil and gas company that operate in 90 countries. The company listed number 14 on 2010 preferred employer for Engineering respondents based on the research done by Universum. However the company face challenge as the rank is declining compare to last year and the fact that oil and gas is considered as sunset industry thus working in PT.XYZ is becoming less attractive.

Based on the above facts, it is interesting to explore further, what is PT XYZ employer branding strategy in Indonesia? How is the relationship of the employer branding with employee recruitment and retention?

Branding is vital terminology in marketing discipline. Good branding will lead into sustainable sales performance (Aaker, 2003). Marketers are working closely on branding aspect to deliver the expected messages to target consumer. It required a robust strategy to set favorable brand attributes and communicate accurately to obtain consumer awareness, preference and usage. *There is no truth, there is only perception* (Gustave Flaubert, 1821).

Stronger brand equity is considered as intangible assets. A luxury brands such as Louis Vinton, Prada, Mercedes Benz, BMW, etc, had built the strong brand that not only they can charge super premium but also having the loyalist willing to recommend. Meanwhile, in corporate level, a corporate brand is an explicit promise between an organisation and its key stakeholder group (Balmer, 1998), it is substansial that promise statement is kept all times for all company constituencies. Like a brand, if corporate brand could guard "its promise", they will have a loyalist too. In order to get loyalist, all attributes of the organisation's identity need to be made known in the form of a clearly defined branding proposition (Balmer, 2001a). In this case, organisation capability to communicate, differentiate and enhance the brand through stakeholder and its network become pivotal.

The reason behind the branding practice is competition. Branding help consumer to decide which product or service relevant to their need and want. In today world, organization are compete to recruit talents and HR professionals starts to look at branding exercise as ways to help top talents to decide on their employment. Based on study initiated by Foster (2010), internal branding could be supported and enhanced by employer branding and vice versa. There is an exist

synergy between employer branding and internal branding.

Employer branding is a targeted. Long-term strategy to manage the awareness and perception of employee, potential employee and related stakeholder with regards to particular firm (Backhaus & Tikoo, 2004). Since the employer branding practice is inspired by marketing practice, the different is only on the target audience. If marketing build brand to attract consumer, Employer branding is designed to attract its potential and current talent. The approach is similar, but the tool required is difference.

In the world where top performing employees are becoming the scare commodity, finding the right people is critical for the business success and stock market value. At the time where low birth and date rate significantly increasing shifting world demographics, the dilemma of 21 century are not only " who will make up the workforce?", yet more importantly " who will own it ?". Multinational corporations are increasingly aware of the current and future challenges of shrinking workforce. To encounter problems in securing their talent pipeline requires a talent attraction and employer branding strategy. (Universum, 2010).

Compare to the practice of branding in marketing discipline, Employer Branding is not a common knowledge. However, differentiation is still the essence of branding (Aaker, 2003). The drivers of applying the strategy are organizations face the shortage of talents, while hiring and retaining the top performers is essential for growth. One study conducted by Davies (2008) that investigate the role of the employer brand in influencing employees' perceived differentiation, affinity, satisfaction and loyalty found that agreeableness (supportive, trustworthy); affinity by a combination of agreeableness and (sur-

prisingly) ruthlessness (aggressive, controlling); and perceived differentiation and loyalty by a combination of both enterprise (exciting, daring) and chic (stylish, prestigious) giving the right reason for the top performer to stay.

Nowdays, company monitor closely the performance of their company as attractive employer. Companies do breakthrough in making stronger perception as best place to work. Best practice is coming from google which stay at the top rank index as “The world’s most attractive employer for the past 3 years. The research done by Universum as HR consulting firm based on 13,000 career seeker with business and engineering background reveals that there are shifting in preference among job seekers on the choice of industry. In 2010, FMCG companies are conquering their talent group after a brief love affair with IT Industry, and auditing and consulting firm become a more attractive as it take over the top 5 place in the rank , while oil and gas due to the public concern of enviromental issues have experience declining rank significantly especially among the business talent.

To establish sound employer branding strategy, it required more that HR commitments. Study that conducted by Martin (2011) showed A successful employer branding program should be sponsored by CEO or managing director and should demand the high visibility in

the company strategic plan. This no different to product or service branding. The strategy should be viewed as the whole business strategy for the management of people and managers at all level should be engage in the process.

PT. XYZ country chairman stated in several media release that the company aimed to recruit and retain the top talent. PT.XYZ is occupied rank 40 on most preferred employer looking for the best candidate to support the business growth. In 2010, the global strategy pack put Indonesia as one of focus country along with Brazil, Russia, India and China. With more management and investment focus in Indonesia, the top talent is essential for the success of the strategy.

The picture of declining rank of oil and Gas Company in Universum global research might not be significant for Indonesia. Based on the 2050 global young people study conducted by Shell global indicate that the environmental awareness of Indonesia young generation is relatively low compare to other country such as China and India. So the reality might be different in term of attracting talents. However the game might shifting rapidly, as now Indonesia netter increasing in high speed, and people connection is forceful and persuasive, the change can have effect faster that we can imagine.

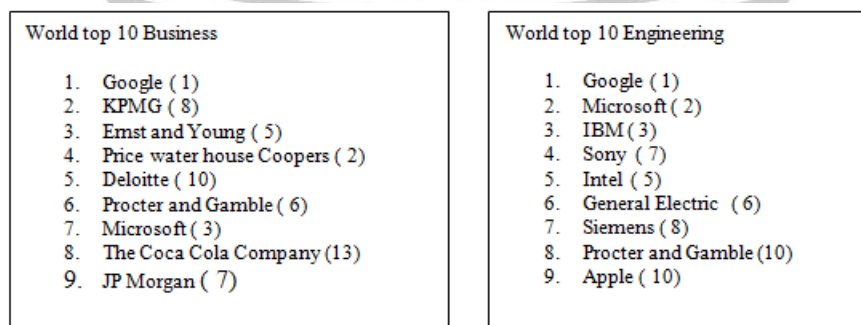


Figure 1: The World Most Attractive Employer 2011
Source: Universum (2011)

Apart from attracting future employee, retaining top talent is another important issue. As most industries aimed Indonesia as important market, demand on top talent is increasing. Head hunter work hard to hijack top performer, while companies put effort to retain them. Progressively more employees are thinking far more seriously about aligning their value to an organization's value. For external candidate, they evaluate based on the recruitment advertising or induction stage and for Internal is their life experience in organization.

Understand the facts that talent is a scarce commodity, and to recruit and retain is become more challenging. It is interesting how global preferred company like PT.XYZ implement their employer branding strategy. Furthermore understand how effective the strategy to retain the employee. The complexity that PT. XYZ Indonesia faces currently is not merely the declining trend of industry attractiveness but also the increasingly competitive economic and business climate.

As employer branding is the hottest strategy in employment, it defined as a sum of efforts to communicate to existing and prospective staff what makes it a desirable place to work (Llyod , 2002) and the active management of a company image as seen through the eye of associates and potential hire (Martin et all, 2003).

Based on research done by Universum, PT.XYZ global sit in number 40 as most preferred employer for business. PT.XYZ Indonesia is a wholly owned company by XYZ enterprise global. In 2010 PT. XYZ Indonesia is considered as new focus country of investment and development. In line with the decision, PT.XYZ Indonesia needs top talent to support the expected growth.

This final project is aimed to explore the employer branding concept and

implementation in PT XYZ Indonesia. The study will enrich and provide more knowledge on the employer branding strategy and reasons of implementation. Based on the research result, it is expected to find degree of relationship between successful branding with employee retention.

RESEARCH METHOD

The research methodology used is quantitative method. The data use is both primary and secondary data. Primary data is data collected from the survey conducted to 50 respondents of PT.XYZ Indonesia employee. The sample use of research reach 30% of universe consider as high representation. Sampling method use is non probability sampling which is purposive sampling combined with convenience sampling method. Data collection is done both field survey and via online. To analyze the data, chi square statistics tool is used. The Chi square score with identify degree of relationship between employee perception toward employer image and employee loyalty.

RESULT

The data is collected by direct survey and by e-mail to respondents to XYZ employee. Method of sampling is random convenient sampling. Total questionnaire is 50, all questionnaire is fill in, but only 44 considered valid. The rest 6 has missing answer, so the actual return rate is 88% and this is represent of 36% of total universe.

The questions is structure into 4 groups: respondent personal information, rating of employer branding component based on the theory, rating of employee satisfaction and rating of employee loyalty. The questions consist 56 question and the questionnaire is modified by writers with relevant questions in regards

to employer branding, especially on the brand and corporate reputation.

There are three main components on the research that will be analyzed. First on the respondent profile. Second on employer branding components and the third is on the satisfaction and loyalty factors. To analyze further there will be the cross tab analysis between the respondent profile with result on employee satisfaction and loyalty.

Respondent Profile

The questionnaire began with the respondent profile. The objective is to give descriptive knowledge about background of respondents and cross tab analysis. There are five questions related on respondent profile : business function, salary group, length of service , age and sex (Figure 2). The result for this survey shown that majority respondents from lubricant business with salary group of 6-4 and length of service, 31-40 years old. This is represent the total universe as well where 30% of employee is working for lubricant business function, most are on the middle managements. Respondents

also show majority is male by 61 % and Female 39%.

Employer Branding Survey Result

Measurement of employer branding components using the 1-5 likert scale. The result will be presented on bar chart for each of the component result. This will evaluate respondents review on each of the questions within employer branding components.

The five level likert scale measurement as follows:

1. Strongly disagree (value = 1)
2. Disagree (value =2)
3. Neutral (Value =3)
4. Agree (Value = 4)
5. Strongly Agree (Value =5)

the score of 4 and 5 indicate the response is favorable and for 1-2 indicate the response is unfavorable. Whilst the score 3 is neutral. In addition to descriptive analysis based on percentage of response, degree of achievement is used to determine the overall favorability of respondents toward the dimension.

$$TC = \frac{Mean - Score_{Min}}{Score_{Max} - Score_{Min}} \times 100\%$$

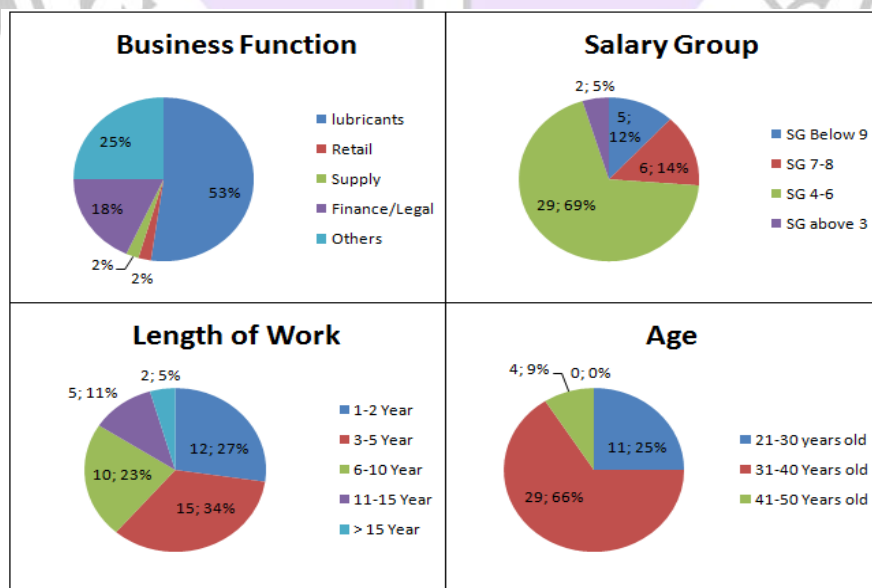


Figure 2. Respondents Profile

Table 1.
Degree of Achievement on Employer Branding Dimension

No	Dimension	score	Achievement Means Sore	Achivement score (%)	Category
1.	Work Environment	12 - 60	43,500	65,625	Middle
2.	Company Culture & Environment	10 - 50	36,273	65,682	Middle
3.	Work Life Balance	7 - 35	25,068	64,529	Middle
4.	Compensation & Benefit	6 - 30	17,955	49,811	Middle
5.	Brand Reputation	6 - 30	24,864	78,598	High
		41 - 205	147,659	65,036	Middle

Working Enviroment Components

The result on employer branding as shown in Table 1. Working enviroment statement result shows that overall respondents have responses on most of working enviroment elements. The strongest can be seen on the build share vision, organization expectation toward the role and responsibility, line manager leadership and take pride of the work. However it is imporant to highlight the response on feel free to speak and perception toward good access to career path. The degree of achievement is middle, therefore overall employee neutral to the current situation. In this knowledge era, people is considered as capital, thus talent need to be imporved their competency so that they are growing with organization. The ability of organization to provide positive working environment where individual knowledge is valued is part of important aspects that lead to satisfaction. The other important statements that has higher percentage on disagree statement is on Q5 which is when changes are made, communication are handle properly. Important to note that the survey was conducted during the organization change. Thus a lot of uncertainty occurs during the time. There is room for improvement on the working enviroment especially on access to good career development, Feel Free to speak

my mind and when changes are made, communication is handle properly.

Company Culture and enviroment component

Company culture and enviroment provide information on company leadership style, management commitments to quality and comunity developement to build reputation and comitment on technology level. On this research degree of achievement of this statement is middle, thus the favorability of the statement considered average. If we analyze each components, we can see that the strongest positive perception is on the company leadership on technology. Indeed, in most of internal engagement, PT. XYZ is always communicate their latest tehnoogy development on finding alternative energy on the future. The area that need to be improve is on the leadership. The favorable perception for leadership is about 60%, this clearly can be improved.

Work life balance

Work life balance is one of important criteria of employer attractiveness currently. For worklife balance the mean score is 25 and accomplishment rate is 64% therefore middle, meaning that ovearall the worklife balance is neither good or bad. If we look at the below chart, we can see that most of aspects the company do well, except for the family

participation on corporate events. That can be area of improvement. The opposite statements of I often asked to work on weekend is only 20% that has agreed statements, while 80% are either neutral and disagree. This shows that work life balance is considered favourable statements on PT.XYZ.

Pay & Benefit

In most of employee study, it is hard to find satisfaction on this area. This is really acceptable as human beings always expect the better life. On this survey result we find that both medical and loan benefit considered good as nearly 60% of respondents have favorable response. It is interesting to notice that more than 80% respondent considered job security as unfavorable dimension. This can be understood as since the global crisis in 2009, the group have been doing the lay off of more 5000 people. And the corporate actions toward reducing employee is continue. However the overall rating for pay and benefit is middle with 50% are had a neutral response and only 20% think that the overall pay and benefit program are poor.

Brand Reputation

Brand and Reputation has the strongest score of achievement points. There is strong positive perceptions toward this dimension. 100% proud with company brands, trust that company do not compromise on agreed quality, and above 80% perceived that company has high quality product that maximize customer value. More than 90% would like to recommend the product to potential users. Based on this survey, it is obvious

that the key strength of employee perception is toward the brand. The brand is considered very strong that deliver the quality. It is the proud of the employee as they are willing to recommend the brand to potential users.

Employee Satisfaction

There are six questions on the survey, the degree of achievement of the score as shown in Table 2.

The above table shows that employee satisfaction degree of achievement is middle. Therefore there are room of improvement for each of element on employer branding perception. The overall criteria is aligned with the overall satisfaction result. Summary of area of improvement on leadership related to culture of the company. Career development, and feel free to speak on working environment. This two is very important homework for the organization. As discuss earlier that on knowledge area, employee demand self-actualization and it can be achieved through good access to career and feel free to speak their mind without worry on the negative consequences. The other area that required more management attention is on the organization leadership style. There are obvious improvement required on his particular dimensions. If we look at the result from the company culture dimension, lack of trust is the sources of unfavorable perceptions toward the leadership. Interesting to note that most of the leader on business function is expatriate, therefore, the cross culture issue might have impact to the trust level of the employee. The strongest satisfaction is on the physical working.

Table 2.
Employee Satisfaction Degree of Achievement

No	Item	Score	Average achievement	Achievement score (%)	Category
1.	SAT42	1 - 5	3,477	61,932	
2.	SAT43	1 - 5	3,841	71,023	
3.	SAT44	1 - 5	3,909	72,727	
4.	SAT45	1 - 5	3,273	56,818	
5.	SAT46	1 - 5	3,091	52,273	
6.	SAT47	1 - 5	3,250	56,250	
		6 - 30	20,841	61,837	Middle

Employee Loyalty

Employee loyalty is the highest achievement of the organization. On this survey the result is middle. Only 50% of respondents have commitment to do extra efforts for the company, and 50% would like to recommend the company as a good employer. However, more than 70% proud to work for the company. Based on this survey we can find out that there are several element that influence the low score of loyalty (Table 3). Example is the low score of job security and perception of limited access to future career might impact the decision to continue the service in the company. Employee loyalty is very important nowadays as turn over cost is expensive, therefore to maintain the right talent is one of company important strategy.

Despite middle achievement score on loyalty, there are 20% of the employee that would like to stay work for shell untill retirement. Cross tab analysis shown that those who would like to stay is more on the X generation. The young who passionate toward progression more in to neutrals responses or disagree.

Relationship of Employer Branding with Loyalty and Satisfaction

The relationship of employer branding components with satisfaction and loyalty is measured using the pearson chi square. the Ho statement is there is relationship between perception of employer branding with satisfaction and loyalty. The result shown in Table 4.

Table 3.
Employee Loyalty Degree of Achievement

No	Item	Score	Average achievement	Degree of achievement (%)	Category
1.	LO48	1 - 5	3,455	61,364	
2.	LO49	1 - 5	3,841	71,023	
3.	LO50	1 - 5	3,364	59,091	
4.	LO51	1 - 5	3,341	58,523	
5.	LO52	1 - 5	3,023	50,568	
6.	LO53	1 - 5	2,864	46,591	
		6 - 30	19,886	57,860	Middle

Table 4.
Table Chi-Square Tests (a)

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	15.130 ^a	1	.000		
Continuity Correction ^b	12.846	1	.000		
Likelihood Ratio	16.056	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	14.786	1	.000		
N of Valid Cases ^b	44				

Table 4.
Table Chi-Square Tests (b)

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.599 ^a	2	.061
Likelihood Ratio	5.707	2	.058
Linear-by-Linear Association	4.869	1	.027
N of Valid Cases	44		

a. 2 cells (33,3%) have expected count less than 5. The minimum expected count is 1,82.

The Chi-Square table shown that the X² score is 15.130 sig=0.000 (Table 4a) can be conclude as there is significant relationship between employer branding with satisfactions. Organization efforts to improve employee perception on several key branding attribute does important for satisfaction. The above study shown several actions points that management need to take in order to improve the employee satisfaction. To measure the relationship between the employer branding and loyalty, the researcher use the symmetric measure.

Based on the above Chi Square calculation, H₀ is accepted as X² result lower than the table . 5.599 < 5.707 at α 5% . this means there is no significant relationship between employer branding and employee loyalty. To further test the result the contingency coefficient is used for the analysis (Table b).

The result on Contingency Coefficient = 0.336 < 0,816 meaning no significant relationship between employer branding with loyalty. Degree of Rela-

tionship can be seen on the Kendall's score. Or we can also use the guildfords rule of thumb below to measure degree of relationship. Based on the table the result can be conclude as low correlation, definite but small relationship between employer branding with loyalty. Guildford's Rule of Thumb (Strength of relationsh

In conclusion the answer of research questions number one is; there is significant relationship between employee perceptions toward employer brandinge component with satisfactions. And for research questions number two the result there is no signifant relationship between employer branding component with loyalty.

DISCUSSION OF THE RESULT & RECOMMENDATION

The result of this survey is very interesting. As mention earlier, XYZ global is one of the leading oil and gas company that sit in top 50 most attractive

employer. The perception of the great place indeed reflected on several dimension surveyed result. However, there are key actions points that need to

be address that can improve the employee satisfaction. The key element of improvement as can be seen on Table 5.

Table 5.
Key Element of Improvement

Dimension	Key Area Improvement	Recommendation
Work Environment	Freedom to speak my mind without fear of negative consequences	Conduct employee engagement that encourage employee participation Ensure Leadership provide employee opportunity to contribute their ideas and encourage feedback from the team and take positive action based on the feedback.
	I believed I have access to good career development opportunity	Provide local talent opportunity to play significant role to regional or global projects. Encourage to have internal recruitment whenever there is vacant position instead of getting external talents. Consistently develop employee competency through the learning programs
Company Culture	I believed that leader in my organization tell the truth	Improve leader engagement, provide more transparent information. Activate the floor talk engagement. Promote the walk the talk actions from the leaders.
	Overall I think my company is well led.	Improve the employee trust level toward the above actions. This will lead to better perception on company future.
Work life balance	Encourage involvement of family member in work celebration	This is small efforts but can be very impactful to satisfaction and loyalty. Ensure the shell maestro program invite family member . this will glue the relationship and trust level between organization leader with employee. and there is a high sense of appreciation.
	Encourage to use worklife balance policy	Despite the work life balance has been communicate well on the organization , there are still 20% of employee who feel often asked to work extra hours. This is the tasks of HR to take proactive actions on campaign the work life balance on internal communication.
Pay and Benefit	Amount of Pay	HR to evaluate the current policy
	Job Security	Very low job security perception. This has to do with the regular reorganization. PT.XYZ has no influence on the group decision, however leadership team have to play role on ensuring that talent will always have secure position. High performance is being noticed.
Brand & Reputation	Actively contribute on CSR Indonesia	Design program that has high exposure to community , this will improve the overall prouddness working for the company.

Table 6.

Step	Explanation	Remarks
Cause Analysis	<ul style="list-style-type: none"> ❖ People is not safe in raising the issue, no clear consequence what will the people gain if they are telling the truth (hardeep-XYZ way a focus more on what you have done about it). ❖ There is a cultural barrier on making direct critics, thus sometimes it makes blockage when trying to give negative feedback (hardeep-in professional work we should be open on we have common business. It is the process to accept and give feedback and we shall start the journey. 	
Creative Problem Solving	<ul style="list-style-type: none"> ❖ Team required more informal engagement and coaching to improve communication skill. ❖ Leaders visibility and ensuring expression opinion openly is welcome. 	
Decision Making	Team need to submit the comment on what that I can contribute and what support I need	
Action Plan	Monthly engagement meeting, and will involve large audience.	

Focus group discussion need to be conducted to dig further the root caused of the unfavorable statements. To design the right strategy it required deeper understanding on the situations and ask for employee feedback. For the study, We conduct three group focus group discussion to find out root caused of critical issues on freedom to speak your mind. There are 4 steps that team need to do before arrive with anticipate and plan (Table 6). First step begin with Cause analysis, second step come up with creative problem solving, thirdly implementing decision making, and finally fourth step action plan.

Future Research

This interesting topics can lead to many opportunity for improvement on future research. the quantitave research can be followed with qualitative research to dig further of the root caused analysis. It is also worthed to redefine loyalty with different measurement of loyalty since this research reveals there is no

relationship between employer branding with loyalty.

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