

A qualitative investigation into the influence of employer branding on the formation of anticipatory psychological contract and the impact of anticipatory psychological contract fulfilment on retention.

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Abstract

The aim of this thesis is to provide a thorough analysis into the importance of employer branding in the development of anticipatory psychological contract and the influence of anticipatory psychological contract fulfilment in the retention of employees.

The method of approach towards this study was qualitative and the data was collected using semi-structured interviews. The participants for this study were employees who recently quit their jobs after working for a short period of time in their organisations.

The results of this study indicate that employer branding significantly influences on the expectations and the psychological contract of the employee. The findings also point towards a relationship between the fulfilment of anticipatory psychological contract and retention of employees.

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CHAPTER 1: INTRODUCTION

1.1 Background of the Study

The term “Employer Brand” is used to demonstrate the popularity & reputation of a company in the eye of the employer & what is the perception of a potential employer for a company (Franca, and Pahor, 2012). It reveals how a company gives value to its employees. It is a procedure of sustaining Employer Brand or reputation of a company, as employees are assets of any company (Leekha Chhabra, N. and Sharma, S., 2014, pp.48-60). It is a reflection Employee Value Proposition of a company. Employer Brand is essential & has various benefits; sound employer brand is associated with so many opportunities. In this modern era of talent procurement, employer branding helps the company introduce itself as a great place for work. It not only helps in enhancing communication with current employee plus for the enticing new passive workforce for the company (Franca, and Pahor, 2012).

The psychological contract is considered as the set of expectations of employees towards the company. In another term, it is considered as the employee & employer relationship which based on unwritten expectation & perception of the employee (Leekha Chhabra, N. and Sharma, S., 2014, pp.48-60). This term was introduced by Denise Rousseau who was an organizational scholar. The psychological contract comprises mutual beliefs, perceptions, common ground between the two parties. It is constantly grounded on communication. Salary expectation, promotions & other job-related promises are a part of the psychological contract (Leekha Chhabra, N. and Sharma, S., 2014, pp.48-60).

Expectation management & fulfilment of employee need is a key behaviour of company's head & is necessary for sustaining employee (Franca, and Pahor, 2012). It is very crucial for difficult times that might affect the productivity of the company if not sustained healthily. Professed breaches within the psychological contract might draw negative influence on the employer and employee relationship which caused abridged productivity, disengagement, of employee & in some situation workplace deviance. The most essential part of the psychological contract is equality & fairness for each employee (Leekha Chhabra, N. and Sharma, S., 2014, pp.48-60). The employer needs to bound up in equity theory is accountable for sustaining impartiality among every employee. So, that employee gets the perception that they are being treated justly to endure a sound psychological contract. The employment 's legal contract on its own delivers a restricted representation of the relationship of employment, with workforces contributing less to its terms. In this way, the psychological contract may be helpful as it draws a huge impact as it defines the relationship perceptions between workforces & employers. Psychological contracts are constructed on the everyday statements & actions formulated by one party & how these actions are interpreted & perceived by the other. By nature, Psychological contract is intangible, in contrast with employment's legal contract which is signed by workforce & employers by means of the mutual understanding of both the parties. It is, however, more than a transaction which is governed by a legal contract.

There is a factsheet which figures out the psychological contract in the modern employment relationship & what are its effects on comprehensive organization strategy (Abimbola, 2010). It also takes into account the HR role in sustaining the psychological contract. By understanding the organizational behaviour & psychology the psychological

contract concept gives a sound basis for employers to draw their attention towards the human being side of the relationship of the employment like ambitions, motivations of a person & individuals' values. The psychological contract nature varies along with individuals & time. E.g. security of a job is infrequently the chief offer of the relationship in modern employment. Along with this, there are some other opportunities as well as the training session availability which might be more striking for the employee (Abimbola, 2010). In order to maintain a successful psychological contract despite worker's expectation, employers or companies needs to be transparent & straightforward about what they consult & offer to future & current staff on the workers value proposition. Employers need to adjust & comprehend the balance between what is the contribution of employees & what are they getting. They should strengthen the competence of line managers to comprehend.

Employer branding unceasingly attains foothold as a tactical approach for retaining employees & attracting future employees, intending to formulate unique employment experience & differentiation with other companies by highlighting advantages of employment in a particular company the employer brand displays the company as a company of choice among competitive & probable employees (Backhaus, 2016, pp.193-201). Though in employees attracting process, the company often formulate the expectations avalanche towards the company as a workplace of choice. It is essential for a company to comprehend that this type of communication may result in a certain outcome. In the keenness& enthusiasm of making an exclusive employer brand & fascinate the desired talents for the company, the company builds expectations but somehow due to

many reasons it is not able to fulfil the needs of the talents after they arrive the organizations.

The unmet expectations of an employee may lead the intention of the talented worker to leave the company & in that way decreases the productivity of the organization & threatening the reputation (Abimbola, 2010). Hence, the association between the branding of the employer & the expectations builds due to employer branding among potential workforce embraces them to forge a significant dilemma for the company. Studies suggested that 2 major factors contribute to the shortage of present & future talented employees especially due to sociological & demographic changes (Backhaus, 2016, pp.193-201). In terms of sociologically, the emergence of the need for engineering, technology, & various other science-related scholars. Unfortunately, fewer people are educated in this sphere. In demographic term, greater employee generations are going to retire soon & in the replacement of the preceding one, there is less strength.

Additionally, younger employee population have a habit of changing job more frequently, which may create challenges for the company in the matter of retaining skilful & expert employees. On the contrary, psychological contract violation is the affective & emotional reaction which emerges when workers realize that the company failed to maintain the satisfaction of the employee (Tomprou, and Nikolaou, 2011, pp.342-363).

The high end & knowledge-based groups of companies want to hire a group of talented employees only due to the reason that talented employees are the major valuable asset of the company & help in gaining competitive benefit for the company. The progression of employer branding is stimulated by growing competition for attaining talented workforce required by in order to understand corporate ambitions of a company (Tomprou, and

Nikolaou, 2011, pp.342-363). Hence, the company needs to discriminate to appeal & retain workers. Consequently, talented workers shortage occurs combined with the need of the company formed a war for the hunt of talent. This is the major contributory factor in the augmented recognition & application of employer branding as a main discipline of the organization.

Due to HR activities & employer branding, it is hard to calculate the ROI & actual outcome (Wilden, Gudergan, and Lings, 2010, pp.56-73). Though the corporate case for using employer branding is fastened in the natural selection, retention & attraction of employees. In this era, Employer Branding becomes an essential instrument talent's war to make sure that talented employees are retained.

Employer brand functions in order to fascinate employees & to make positive associations & boost the corporate image (Biswas, and Suar, 2016, pp.57-72). Employer brand also works as a selection tool in order to make sure that the right kind of workers are engaged & attracted & to eliminate those that are not appropriate for the organization. On the inside, it produces value by making a sound & unifying culture plus augmented employee satisfaction & commitment (Sokro, 2012, pp.164-173). The employer branding acknowledgement is an essential strategic discipline which has enhanced in the present era with the upsurge of research in this sphere. Mounting from the marketing field & adopting various disciplines of the organization like the behaviour of an organization, Human Resource Management & employer branding need to be concerned as an active entity. In simple words, the employer branding concept is regarded as an enticing & retaining talented worker by retaining both internal & external branding efforts (Sokro, 2012, pp.164-173).

Breach of Psychological contract happens when it is experienced by the employee that an organisation is not fit for the commitments & requirements. Based on the understanding of requirements of the company each person has a separate psychological contract (Jiang, and Iles, 2011, pp.97-110). Those employees who have balanced psychological contracts not wanted to further maintain a relationship like an employment relationship. The core justification behind it is that it creates a positive influence on the profitability of the organisation (Biswas, and Suar, 2016, pp.57-72). The brand is the valuable assets for the company & brand management is the way of getting success for the organization. However, an organization's major focus is the branding of a product, its maintenance & communication (Jiang, and Iles, 2011, pp.97-110). This concept spread widely in the field of HRM. The need to get talented & right employees give rise to the employer branding concept. Some studies describe the employer brand as an advantage for the employee & the package of economic psychological & functional benefits. In spite of the present economic atmosphere, the need for capable working capacity is enhancing quicker than ever. In the labour market, the competition has exaggerated the talent's war & organization are taking their keen & enhancing interest in approaches to distinguish themselves in the market as employers (Wilden, Gudergan, and Lings, 2010, pp.56-73). This kind of branding efforts by the company affects an individual's decision to apply for a job & work there as an employee if got selected by the company. Candidate's rational decision highly depends upon the company's image. Organization's branding effort not only notifies the potential employer regarding the value proposition of the employer but also propose organization's image as a company of choice (Kryger, Esmann and Thomsen, 2011, pp.105-123). The document or physical contract is somewhat different from the psychological contract. It

signifies the notion of trust, understanding or relationship of either one or set of employees rather than just a tangible legal documentary from employee to employee (Kryger, Esmann and Thomsen, 2011, pp.105-123).

The psychological contract is the outcome of the company's branding effort, word of mouth or due to the other sources such as social media (Wilden, Gudergan, and Lings, 2010, pp.56-73). However, employer branding has prominent effect Thus, employer branding may play a significant role in the formation of APC and the final intent of a candidate to join an organization. This research revolves around the concept of Employer branding & how it left an impact on the psychological contract.

1.2 Aim & Objectives

- To check the effectiveness of employer branding.
- To check the influence of employer branding on the anticipatory psychological contract.
- To check how anticipatory psychological contract fulfilment help gaining employees retention.

1.3 Research Question

The main aim of this research is to:

- Ascertain whether a relationship exists between anticipatory psychological contract and employer branding.
- To find if anticipatory psychological fulfilment helps in boosting retention.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Since the 1990's, Psychological contract has become a widely accepted and used tool to understand the quality of the relationship that the employers and employees share. Rousseau and Tijoriwala (1995) defined a psychological contract as the set of implicit and explicit promises that the employer and employees make to one another. For example, a promise made by the employer to provide job security and career growth, and an employee makes a promise of optimum performance and loyalty. The contract is psychological in nature as it involves the perceptions of promises and relationship. Psychological contracts are different from legal contracts as they could be implicit (McInnis, 2012). Psychological contract fulfilment creates a positive impact on the retention, employee engagement and promotes behaviours of organisational citizenship. The psychological contract being a part of the working relationship could start even before the relationship is established such as during the hiring and recruitment process. For example, the conversations during the interview might shape perceptions and may create expectations of the prospective employee (Campbell, 2018).

A growing labour saturated market has made having a strong retention rate and talent acquisition the core objective of organisations. There is an ongoing talent acquisition war between organisations, to gain a competitive edge it is important for organisations to ensure that steps are taken towards talent acquisition and retention (Noor Ul Hadi, 2018). Organisations apply various employer branding techniques or efforts in order to attract new talent and retain the previous one. Branding is a marketing concept. Employer branding is

applying branding principles to strategic Human resource management in order to gain a competitive advantage over other firms by inviting, engaging and inspiring both existing and potential employees (Backhaus and Tikoo, 2004). Employer branding activities present unique and distinct employment experiences that are enjoyed by the employees working for the organisation, these experiences consist of the wide range of features and benefits such as Netflix's policy which is widely advertised, it claims that the employees are permitted to take as many vacation days as they want. Semco a Brazilian organisation applied the same policy prior to Netflix and found that the employees had become more loyal and productive. According to Barrow and Ambler (2016), employer brand of an organisation also determines its brand equity.

The employer branding efforts of an organisation influences people to generate the intent to apply for a job in that organisation. It creates a positive image of themselves in the psyche of people as the employer of choice, and during this, the expectations and suppositions are formed which might lead to the development of the Anticipatory psychological contract (APC). According to Dulac (2005), the process of forming a psychological contract consists of several stages. The first stage of Dulac's classification is the stage of "anticipatory psychological contract", where the psychological contract is based on the expectations and presumptions about the employer caused by the experience previous to the organisational entrance.

Various sources such as social media advertisements, reviews on websites, other information platforms and word of mouth by the current employers which are employer branding efforts could serve in creating an anticipatory psychological contract. Ruchika and Prasad (2017 pXX) add that "Without even witnessing the moment of truth with the

organization, prospective employees form a mental map about the organization in the form of anticipatory psychological contract APC. The perceptions that the employer brand develops in people should be accurate as to reduce the chances of psychological contract breach and violation which correlates positively with turnover intention, reduction in job satisfaction, decreasing job performance and reduced organisational trust (Backhaus and Tikoo, 2004)

Thus, employer branding could be a majorly contributing aspect to the formation and study of the psychological contract. Both strong employer branding and psychological contract fulfilment have become important aspects of strategic human resource management which play an integral role in retaining and acquiring employees.

This research aims to find the relationship between anticipatory psychological contract and employer branding, and how the fulfilment of an anticipatory psychological contract during the process of organisational entrance could boost retention rates in the employees.

2.2 Psychological Contract

The origin of psychological contract can be traced in the work of Agyris (1960), where he described a relationship that existed between the foremen and group of employees based on their leadership style which is mentioned as “passive” or “understanding” which drew attention to the formation of a contract (psychological work contract). The origins of psychological contract can also be traced to the social exchange theory according to this theory social relationships constitute of implicit and explicit obligations and unequal power

resources (Blau, 1964) and According to Fox (1964), the relationships that exist in an organisation are shaped by both social and economic exchange.

This literature was further developed by Levinson et.al (1962) which states that psychological contract is a set of mutual expectations that the parties share which they might not be very aware of but it significantly shapes their relationship with each other. The 'traditional' methods of employee relations are no longer in touch with the way organisations have developed, organisations have become more fragmented due to the flexible and newer forms of employment. The managers of organisations prefer not to spend a lot of time over bargaining which is a part of the conventional employment relations system. Informal practices of overcoming conflicts are preferred and collective bargaining methods have faced a steady decline. The workplaces are more individualistic and diverse in terms of their employment, which makes a concept such as psychological contract significant as it deals with the expectations both implicit and explicit of an individual about employment. Studies in the field of a psychological contract have expanded over the last decade, it has deepened and is considered as an 'alternative' paradigm for studying people at work (Dundon, 2006).

A psychological contract can be characterised as a dynamic field of study as it evolves and changes through time, it is also subjective in nature as it varies depending on the individuals and the party, and it depends on mutual obligation. The psychological contract has two dimensions:

Transactional: A transactional psychological contract is based on economic transactions that take place between the employee and the employer on the basis of performance (Rosseau, 1990). It has all the relationships between the employer and the

employee clearly defined with specified duties and responsibilities and limited involvement in the organisation's processes. They do not carry any implied expectations, the contract is mainly based on the performance and for a short period of time (Yan and Zhu, 2013).

Relational: Relational psychological contracts are based on the social exchange between the employer and the employees (Rosseau, 1990), and long-term employment arrangements. The performance requirements are not clearly mentioned but are attached to continued membership. It refers to mutual stability, commitment and trust-based obligations or promises where the parties involved are motivated to help each other (Lee and Liu, 2009).

According to the expectancy theory, individuals are happier and content when their expectations or perceptions are met consistently. The relational psychological contract involves an exchange of socio-emotional features such as trust, loyalty and commitment, which is why individuals with a relational psychological contract are happier and content (Muhammad Waseem Bari, 2016).

According to a study by Nizamani et.al (2017), The levels of stress and job insecurity among employees of an organisation depends on the psychological contract fulfilment. Job insecurity and stress significantly impact the job performance which in turn affects the organisational performance. High levels of stress and increased job insecurity can be caused due to lower levels of psychological contract fulfilment.

When employees perceive the fulfilment of their psychological contract, they feel emotionally relaxed which reduces the chances of them being stressed (Nizamani et.al, 2017). Psychological contract instils a sense of job security among employees and it also

helps to predict and understand employee behaviour which helps the organisation control its environment (McFarlane Shore and Tetrick, 1994).

Psychological contract plays a mediator between the intention of the employee to leave the organisation, type of labour contract and work engagement. The results of a study by Grama (2017) suggests that the intentions of employees leaving the organisation correlates negatively with their psychological contract fulfilment. It also suggests that both the parties, employer and the employees play a significant role in psychological contract fulfilment by fulfilling their obligations. The study establishes a positive correlation between work engagement and psychological contract fulfilment.

Breaches or violation of the psychological contract is negatively correlated to organisational commitment. Psychological contract fulfilment, on the other hand, positively impacted the organisational commitment of the employees (Maia et.al, 2015). The relationships with temporary employees are poorly managed they are not considered essential to an organisation as they remain there for a short period of time (Ahmed and D'Netto, 2013). The organisations apply transactional psychological contracts and disregard relational psychological contract when it comes to temporary employees. Temporary employees expecting permanency from the organisation tend to form a strong relational psychological contract, and a breach in such contract leads to severe and continuing consequences. Lower job performance and higher turnover intention and job neglect are the major outcomes in such cases (Ahmed and D'Netto, 2013). Ning and Zhaoyi (2017) found that breach in psychological contract leads to unethical behaviour, the unethical behaviour is not a direct outcome, it is linked to organisational dissatisfaction causing frustrated employees who turn against the organisation and try seeking revenge.

A study by Rahman (2017) suggests that team working activities in an organisation strengthen the relational psychological contract in an organisation, this helps boost the performance and job satisfaction among the employees.

Counterproductive work behaviours such as abuse were linked positively to breaches in a transactional and relational psychological contract (Jensen et.al. 2009). Counterproductive work behaviours cause unjust in the organisations' culture causing damage to the employer brand, although it has not been proved using research it exists theoretically.

The psychological contract has faced criticisms. It is debated if psychological contract should be considered as a contract at all, in legal terms a contract is an agreement or at least an outward appearance of an agreement, Rousseau (1995, 2006) has stated that “Agreement lies in the eye of the beholder” to which Guest (2004) argues that this makes it very hard to find the exact moment or time or zone when the psychological contract was negotiated. He also added that ‘where the implicit encounters the implicit, the result may be two strangers passing blindfold and in the dark, disappointed at their failure to meet’. Which means that sometimes psychological contract could lead to total disappointment to both the parties since the implicit details are not communicated but expected. Wang et.al (2003) contributed by applying contextual understanding to the concept by assessing cultural divergence as a factor influencing psychological contract. Guest (2004) also suggests that the breach of psychological contract could just be poorly communicated or mixed messages from the managers or it could be the false expectations that were made by the employees to which the management is not accountable.

2.3 Anticipatory Psychological Contract

Anticipatory psychological contract (APC) represents a dynamic process that gradually unfolds, it starts from pre-employment and stays through different stages of employment. It is formed during the period that precedes organisational entry and this period marks the development of expectations of an employee from his/her employer based on the stimuli they experience from the environment (Feldman, 1976; Louis, 1980). APC is an employment schema that consists of the job seekers' beliefs of information and impressions (Ruchika and Prasad, 2017). According to Dulac and Delobbe (2006), APC is individualistic and it represents a naïve schema which depends wholly on an individual's perception. Based on this conception, APC reflects an individual's beliefs of the organisation's promises and persuasions and expected reciprocal contributions by the individual that are formed before the organisational entrance (Blancero and Kreiner, 2004). Oddy and Grimmer (2004) also add that these expectations are formed during the process of job-seeking as an unwritten mental contract. Dulac and Delobbe (2006) suggest that APC is a cognitive schema and it consists of beliefs of what a job seeker can expect to occur in the potential employment relationship. The promissory obligations by an organisation that is perceived by an individual and the expected contribution in return of the promise form these beliefs (De Vos, Buyens & Schalk, 2003).

2.4 Employer Branding

Literature around employer branding has mainly found that potential recruits are more likely to apply for jobs in an organisation with an existing positive brand image, reputation and attractiveness of the company are interlinked and it is positively correlated to the intent to apply (Edwards, 2009).

Backhaus and Tikoo (2004) suggest that the resources that an organisation expands in the development of their employer brand indicate towards its value. They also add that employer brand does not only work towards attracting new employees, it also ensures that the existing workforce is committed to the organisation.

Ambler and Barrow (1996) were the first to discuss the concept of employer branding, in their research they found that employer branding is of paramount importance in the area of human resource management. Their study describes the benefits of employer branding as “functional, economic and psychological”.

The origin of employer branding could be derived from the notion of the corporate branding that focused on creating a brand that was desirable, positive, stood out and provided the organisation with a competitive advantage (Foster et al., 2010; Mosley, 2007).

Sullivan (2004) defines employer branding as a long-term strategy which manages perceptions and awareness of existing employees, potential employees and stakeholders of a particular organisation. A simpler and easier definition provided by Shaker and Ahmed (2014) states that employer branding is the effort of positive representation an organisation makes in the market for itself towards potential employees. These definitions of the concept reveal that employer branding is how an organisation communicates its message externally to prospective employees and internally to its existing workforce. According to

Heilmann et.al (2013), the internal communication is important as it influences the culture of the organisation which is established as an integral part of employer branding and can, therefore, inspire the enhancement of employer branding through positive beliefs, experiences and feelings.

The literature review over the employer branding seems to be a key component that is constantly present. However, the researcher observed to be agreed with the concept of employer branding that is holistic through nature but aimed at initiating a positive experience for the employees. The literature review is essential for carrying out the research because it can help to provide the evidence and justifications from the previous studies regarding the importance, value and image of the topic.

The area consistently presents the use of an employer's brand essence and how it needs to be incorporated in work-related activities and the surroundings of the organisation and how it will be communicated externally. The values and culture of an organisation are termed as brand essence. Tikoo and Backhaus (2005) identified that organisation employer brand is that differentiate it from the competitors and it is a well-known asset. Some studies concentrate on the privileges of using employer branding as business strategies. Certain perceived benefits presented from a thorough appraisal of literature are decreasing attrition terms, decreasing the costs of recruitment, employee's retention and increasing the engagement of employees. Essentiality of this is increasing the shareholder's returns and revenue of the company.

There are two main areas of employer brand in an organisation that helps to be used for the purpose of adding value and these are the interior employer brand and external employer brand. It can also be marked from exterior way to attract the employees and marketed in an

internal way for the purpose of retention, increasing satisfaction and encouragement. The strong interior employer brand may be tough for an organisation's competitor in order to replicate this that can be a powerful source of the competitive advantage. Grace and King (2010) identified the management of an organisation's internal brand that is grounded on the proposition of exchange among employees of materials goods and the organisation for the purpose of commitment and working efficiently.

Its success is presented through the working environment and either it is supportive for the employees to foster the commitment and loyalty of brand that is essential in a strong internal employer brand. The internal brand will conclude as well developed and in upsurge organisational identification from the employees and this has always been to decrease the turnover and increase the employee's performance. The understanding of employer branding is basically a retention tool that is identified as a new one. While Taylor (2002) presented organisation can make the employment offering so superior and differentiated to that of competitors and their employees will not be interested to leave. However, if the employer brand technique is used in an organisation it will have a positive outcome to transfer the employee from employment contract to the psychological contract.

The psychological contract and employer branding are vital, Tikko (2004) identified that the process of creation regarding psychological contract among employees is impacted through employer branding. According to Edward (2009), the perception of employees is for the organisation to determine the brand of an organisation, that represents the reason for the employer brand to be impacted through psychological contract. The success of the organisation is for the time being and if it is left unrealised the contributions in human resources make the accomplishment. Toelken and Mark (2009) presented that organisation

in which senior executives undermined the employer brand through dishonouring psychological contract with employees. However, a job searcher's APC is presented on the basis of explicit and implicit communication with respect to the organisation.

The knowledge gathered through individuals at the time of choosing an employer leads to the employer's image of employer and they also present APC that is a belief of individual carrying to the organisation prior socialisation starts. The perceived employer image presents the belief regarding organisation attributes and their jobs held through job seeker regarding the employers and the company made through the familiarity of an individual with the organisation. Prasad (2017), employer brand message and personal characteristics of individual presents the brand association. However, this brand association results in developing the elemental beliefs that are same as those initiated by Rousseau. Additionally, Chapman (2005) presented a strong relationship between attractiveness of organisation and decision of candidate for job pursuit, choice of their job and acceptance. However, this can be considered core belief and valuable beliefs of an organisation that can promote success.

2.5 Employer Branding and Psychological Contract

Backhaus and Tikoo (2004) suggest that the process of creation of a psychological contract between the employees is influenced by Employer branding. Edward (2009) suggests that employees' perception of the organisation determines the brand of the organisation, which is why the employer brand is influenced by psychological contract. An organisations success is short-lived if it does not recognize the contributions its human resource makes to the success. A case study by Mark and Toelken (2009) on an organisation where senior

executives undermined the employer brand by dishonouring the psychological contract with the employees.

A job seeker's APC is formed on the basis of both implicit and explicit communications by the organization (Morrison & Robinson, 1997). The knowledge gathered by the individuals while selecting their employer leads to the perceived employer image of the employer and also forms an APC that is the set of belief the individual carries to the organization before the socialization begins. Perceived employer image refers to the beliefs about the job and organizational attributes held by a job seeker about an employer (Lievens & Highhouse, 2003) and associations derived from the individual's familiarity with the organization (Cable & Turban, 2001).

According to Ruchika and Prasad (2017), The employer brand message and individual's personal characteristics form the brand associations. This brand association further leads to the development of elemental beliefs which are similar to those proposed by Rousseau. Adding to these, Chapman et al. (2005) derived a strong relationship between organizational attractiveness and a candidate's decision of job pursuit, acceptance and job choice. Jiang and Iles (2011) also supported these findings through their study.

CHAPTER 3: METHODOLOGY

3.1 Introduction

The methodology is how the research is conducted. It is the basis for complete analysis of the participants and then from these participants, the relevant analysis and conclusions would be drawn and the answers becoming the main focus point (Robson, 2011). The methodology goes into the account of the philosophy and that foundation that the study states, the methodology and the approach that is utilized. It can also be seen that the research design, size of the sample, the data collected and the ethical aspects that need to be taken care of (Kumar, 2019). The research method must have regard to the research question and objectives. This chapter shows the methods and procedures which provide a framework for the study.

3.2 Research Design

The research design that was undertaken to solicit data facilitating the analysis of participant responses related to employer brandings effect on psychological contract formation. Field research was used to make sure that the relevant data was collected and that data collected could be tested and then the relevant information could be gathered from this (Bailey, and Bailey, 2017). The research design is essential as this helped in collecting the required evidence and then combining it to then assign facts to the topic and then effectively make sure that the findings are rigorous. The research is conducted based on qualitative analysis where primary and secondary sources are used. Secondary research takes the form of reports officially released, records that were kept as well as topical

newspaper articles, all combined to fully explore and meet the research objectives. Furthermore, field research as known as the primary research was also conducted which also is crucial to the research (Mackey, and Gass, 2015). This included interviews from participants that had resigned from their organizations after a brief work period.

3.2.1 Qualitative Research

The concept of qualitative research is referred to as a form of exploratory research that is an important part of conducting research. The concept of qualitative research goes deep into research and finding out the right answers to then make sure that a proper study is being followed and implemented (Taylor, Bogdan, and DeVault, 2015). Qualitative research is done so that reasons, motivations and feelings of participants can be explored.

Qualitative techniques make use of the structure as well as semi-structured interviews appropriate to this study. These techniques are important and they lead to a sustained and solid research being performed. The techniques in the qualitative research includes the social groups as well as the participants that are involved. It also includes the interviews and the observations which are quite important for the success of the research (Flick, 2015).

It can also be said that this research design is specifically using the information to effectively understand the effect that employer branding has on psychological contracts. It is focused on finding the views of the people that have recently left their jobs and after a short period. The research provides many different details of the subject in question. It necessitates close interaction with the participants in order to allow them to tell their story (Miller et al, 2012).

3.2.2 Primary Research

The research would be done and includes people that have left their jobs after just a short time in the organization (Savin-Baden, and Major, 2013). This will further include research from academic journals, surveys to be taken from the published studies as well as the online research that has been conducted. The participants are from various companies and their experiences and opinions relating to why they left their jobs and the complete information about their time in the company is examined. Then their information would be combined to understand the effect of employer branding on psychological contracts.

3.3 Research Philosophy

The philosophy of the research is an important one. It is done so to understand the reality of the knowledge and the phenomenon that must be created. This further makes sure that the methodology that is done is used to collect, apply and then analyse the data which also helps in answering the questions that have been put forward (Savin-Baden, and Major, 2013). Research philosophy is an aspect that is used and shared with the researchers in order to understand a phenomenon (Miller et al, 2012). The most common philosophical paradigms are constructivism, positivism and pragmatism. The concept of positivism is a belief that talks about reality that is measured and that can also be scientifically explained. Furthermore, the concept of interpretivism states that natural science is completely different from social science. Reality is often dependent on the basic concept of knowledge and the point of view and opinion of the researcher. Where reality becomes dynamic, this is an inductive subject.

Interpretivism concerns itself with qualitative methods (Taylor, Bogdan, and DeVault, 2015). It can be said that positivism is related to the concept of quantitative methods of scientific analysis. It also takes into consideration the concept of data gathering where the instruments used for instance is a survey (Goldkuhl, 2012). This is further measured and perfected by statistically measuring it. On the other hand, the concept of interpretation relates to qualitative analysis where gathering data is done by a few methods such as focus groups as well as interviews.

3.4 Population

The population of the study that have been selected are people that have left organizations in just a short period of time. Their opinions and experience would be taken and questions would be asked (Groves et al, 2011). Their answers are the basis of the research. They have been selected using a structured sampling method. This sampling method has proved highly beneficial. People selected are from organizations varying in size and complexity. The research population totals to n=10. Five from larger organizations and the remainder form small to medium enterprises. This way a diverse data is collected that would be essential for the success of the research.

3.5 Sampling Method

The sampling method that would be selected in this research would be snowball sampling. It is particularly useful for occasions where a defined research population is difficult to identify (Handcock, and Gile, 2011). This method was chosen as the researcher anticipated that people who have left their jobs recently may be hard to find. Furthermore, finding

them from different level organizations is also going to be problematic. Snowball sampling considers the research participants and how they recruit other participants for the study. This method is a non-probability sampling method as it does not consider the probability that is involved with the simple random sampling (in which the odds are same for participants to be chosen). Here the researcher uses their own judgement when it comes to the selection of the participants.

The steps in this sampling is related to identifying the subjects in the population and ask the subject to recruit other people. This way those people will be able to select people that they know and give answers truthfully. Time would also be saved in this situation and information gathered would be proper (Handcock, and Gile, 2011). Though some might say that this method is ethically wrong as the participants should not identify the potential participants. Instead, others should be encouraged to come forward. If people are named, then this is called cold calling. It can be said that this is specially reserved for snowball sampling as here there is no risk of embarrassment and other ethical problems. This method eases the study taking place as in some places it might be difficult to find participants. It also might help discover the characteristics that one might not be aware of. Although, here it is physically impossible to identify any sampling errors and make assumptions for the populations that is based on the obtained sample.

3.6 Data gathering Instruments

The research data that is conducted using a semi-structured interview process to take place (McIntosh, and Morse, 2015). It involves questions which makes sure that the respondents are consistent. It allows the researcher the flexibility to adapt to responses and participants

to explain and rationalize their stories. The responses that are collected are very easily done where the relevant questions are outlined and answers are properly given to reduce any biases.

3.7 Collecting Data

The data collection method is basic and is known by all researchers. These are the methods that involve the primary and the secondary data collection methods (Flick, 2015). The primary data gathers would be done by gathering the participants for the study and then asking the appropriate questions for them to answer in a proper manner that leads to the success of the research. On the other hand, the secondary source is used as this is used for gathering data from newspapers, library, past records, etc.

3.8 Research Methods and Analysis

The data that is selected is then analysed by setting up proper themes, pie charts, tables and graphs that underline the response of the participants which then helps in evaluation of the efficiency of the study (Groves et al, 2011). On the other hand, the literature review then uses the existing as well as the previous research on the validity and the authenticity of the research that is being conducted. In the data analysis the discussions and descriptive methods are used and implemented. Tables, charts and graphs and important and are used thoroughly. This assists the data being summarized and understood easily. This analysis brings forth the answers as to employer branding and psychological formation of contract.

3.9 Research Implementation

The research would be done based on the qualitative research. The interview done is focused on implementation of research and the data. Though during the research, the main problems that were faced were related to time management. Because the sampling method was snowball sampling, this took a lot of time and effort (Mackey, and Gass, 2015). Time also took in interviewing the individuals that had left their work recently. There were further no age limitations that existed and no demographic set. Furthermore, the participants did prove to be useful where the snowball method did take time, it was also effective. Rescheduling had to be done, but it was done nonetheless.

3.10 Reliability and Validity

The concept of reliability is determined by the measure having consistency. The main consistencies that are evaluated are essential for the research across items which is test-retest reliability, across the items which is termed as internal consistency and across the research which is inter-rater reliability (Groves et al, 2011). The biases are the ones that provide the danger to the reliability of the study. If there are any biases then this may lead to great harm to the study and affecting the results, making the study void. The data collected might be affected and the margin of error would increase significantly where the results efficacy would be affected. It is true that increased reliability and validity is dependent on the data authenticity.

These tests are used commonly for the data evaluation and analysed research quality. This qualitative approach that has been selected makes sure that the results are not biased (Silverman, 2016). For instance, if the interview sheet was mailed to the people then there

would be biasness where the participant could easily get it done by someone else. Face to face interviews are non-biased to some extent and leads to greater authenticity.

3.11 Ethical Considerations

When a research is conducted, there are many things that need to be noted. There are many things that must be followed, laws that need to be abided by and the stated ethical aspects that should be worked accordingly (Flick, 2015). This is an important part of research as this proves the authenticity of the research and needs to be given proper attention. Ethical considerations must be done so that the research result is proven to be non-biased and used by other researchers as well.

Firstly, it needs to be made clear to the participants and the researcher must know that the research must not result in any sort of harm to the participants. No physical or mental harm should be brought to the participants from the research (Miller et al, 2012). It needs to be made sure that the information of the participants should be kept confidential. The records of their data need to be kept confidential. It must be analysed safely and their personal information should not be leaked. Furthermore, the participants would also be given complete information about the research as no information would be kept from them. The purpose explained and their permission taken. It is important to take consent and contracts signed for further assurance. Maintaining confidentiality is essential for the research to be non-biased.

There are many principles that are related to ethics in the research. Here the first thing is confidentiality as the information of the participants needs to be kept private. Further comes beneficence, which means that any challenges are overcome and there are no

problems where everyone should benefit from this. Then comes the principle of non-maleficence, which means that the research should not physically or mentally harm the participants. Consent should be there and if that happens then the participants should withdraw from the research. Their rights in the research should also be told (Savin-Baden, and Major, 2013). Then comes fidelity principle, which is the loyalty principle. Loyalty to and from the participants is required where relevant questions and proper answers need to be given for greater authenticity.

3.12 Limitations of the Study

This helps understand the drawbacks and limitations that might be included in the study and in the data collection process. Problems might arise in interviewing the former employees that have left the organization early. These people might not always be true and some of their answers might be biased. This might be so because they might have set contracts with their previous employer (Mackey, and Gass, 2015). Data acquiring is tough from the journals as they are old and their authenticity is questionable. Other journals and books are not available for sale and if they are then they are expensive. This leads to further troubles in the secondary research. There was also inconsistency as asking the questions, there was less of a human factor involved. The questions were straight forward and no such interaction was made. Appointment timer was also a limitation where the snowball sampling took time, adjustments had to be made here. With some interviews, the language also proved to be a barrier and changes had to be made, which also restrained the time.

CHAPTER: 4 FINDINGS AND ANALYSIS

This section provides a clear finding from the research study in the form of literature review and analysing from the transcript attached in appendices. The response of participants is effective for cross-checking and analysing the research title to be crucial or either ineffective for being analysed.

Do you feel that expectations generate towards the employer before your actual entrance in the organisation, if yes could you elaborate on what these expectations were?

Question 1 Analysis

The transcript and analysis from literature helps to understand that employees build various expectation from the employer of an organisation prior to entering into the organisation. The common expectations are Flexibility in their jobs, employers branding helps to promote employee engagement. The employees expect hours of working, paid leaves, casual and medical leaves, medical health insurance, allowances, transportation, lunch, welcome parties, and gratuity to be an important part of employee's life as these are necessary and reasons behind working to have a prosperous life. Workers who work with brands with the sound image are usually more motivated, dedicated & enthusiastic Having dedicated & talented workforces are very good for an employer & the company due to the reason that they generate greater productivity & greater productivity means high growth for a firm. With the growth & success of the company revenues also increases & this guarantees the company's financial stability. The company which is stable financially is at all times more striking to potential candidates. Furthermore, employees feel more protected towards their jobs. The respondents revealed that expectations are built when they see job offers. These play an effective role to work well for interviews and testing must these soon

destroys when an employee enters into the organisation. The employees also desire to sign a contract or agreement with the employer so the commitments of the organisation can be appropriately fulfilled. They expect a good opportunity of working in an organisation. The internal environment of the organisation is also necessary to be facilitated for work performance, motivating employees towards work and triggering the dedicating factors for the organisation. The employees expect that organisation should be free from business's discrimination and must follow the equality Act to promote the rights of employees. Additionally, participants presented that employees expectations also involves accurate and timely payment of wages, adequate training, safe conditions for working, explanation of policies within the organisation specifically the responsibilities within the job role, constructive and fair feedback from a supervisor.

What influenced these expectations or desires (was it advertisements or reviews etc.)

Question 2 Analysis

These expectations were widely influenced by reviews and advertisements. Employees presented that they usually see job offers on websites, public and private posts in groups, social media sites, such as Facebook, Twitter and preferred for employment through a profile on LinkedIn. They presented that advertisements involve facilities that attract them towards joining the organisation for which they work hard to clear job interviews and tests and keep themselves engaged to work with motivation. However, according to them, usually, the expectations are observed to be false when they enter and work into the organisation. The experiences of previous employees, feeling the flexibility issues, and other problems become common for them. This makes them feel undedicated and lacks

motivation for working due to which they search for other jobs. This also revealed that team working activities in an organisation strengthen the relational psychological contract in an organisation, this helps boost the performance and job satisfaction among the employees. Counterproductive work behaviours such as abuse were linked positively to breaches in the transactional and relational psychological contract. Counterproductive work behaviours cause unjust in the organisations' culture causing damage to the employer brand, although it has not been proved using research it exists theoretically. The psychological contract has faced criticisms. It is debated if the psychological contract should be considered as a contract at all, in legal terms a contract is an agreement or at least an outward appearance of an agreement. They presented that lack of fulfilling the commitment influences them negatively

To what extent were you influenced by them?

Question 3 Analysis

The organisational commitment as an employer's branding has influenced various employees. Among which 7 participants were impacted positively through reading the advertisement for job offers and they prefer to work with the organisation. While 2 of them were able to know that what happens regarding commitment with the organisation. While 1 did not present a positive outcome from the questions. This helped to analyse that various candidates feel true for the advertisement that has been advertised for attracting the customer and it is one of the strategies of the organisation to improve the growth and number of employees in their organisation. The 5th participant presented the APC concept to be essential for employer branding. Anticipatory psychological contract (APC) represents a dynamic process that gradually unfolds, it starts from pre-employment and

stays through different stages of employment. It is formed during the period that precedes organisational entry and this period marks the development of expectations of an employee from his/her employer based on the stimuli they experience from the environment. APC is an employment schema that consists of the job seekers' beliefs of information and impressions. APC is individualistic and it represents a naïve schema which depends wholly on an individual's perception. Based on this conception, APC reflects an individual's beliefs of the organisation's promises and persuasions and expected reciprocal contributions by the individual that are formed before the organisational entrance.

What do you think your obligations were towards the employer before the initiation of your role in the organisation?

Question 4 Analysis

The employees presented the obligations for being fulfilled by the employers prior to the initiation of role in the organisation to be effectively fulfilled. The obligations of employers involved, The Employment Right Act that presents employer, must give the employees with written statement for terms and conditions. In various cases, this statement represents the terms that are presented in the context of the contract of employment. The written statement for terms must be issued at commencing the employment and it must involve the following. Identity of the parties it may be employees and employers, data of commencement and hiring the staff date, holiday and sickness arrangement for paying, title of job and description, method for calculating the pay and intervals at which the wages are paid, the working hours, rules for overtime if it is applicable within an organisation, the

details of collective contract, the grievances procedures and disciplinary that is referred to the handbook of employee, the length of notice needed for terminating employment in the context of notice. The employee must build confidence, mutual trust and safe conditions for working. As being an employee, it is important sometimes to feel the obligations and duties that are endless. The ever-changing body of legislation in the employment law is only extenuated this. However, respondents present that obligations and duties may seem to be onerous and they are an important part of the critical success of the business. Before performing the role, it is important to have a contract being signed by the employee and prepare a legal documentary for the purpose of promoting the obligations of the employee as well as an employer.

Were your expectations met, if yes/no what were these expectations?

Question 5 Analysis

Various number of participants responded that their expectations were not met by the company when they joined the organisation. When expectations are not met then, employers are likely to run within trouble or either if it is felt that expectations are not being met inconsistent way. Some of the conditions are unambiguous for example if you don't get the paycheck than it is supposed to employers is not meeting the expectation in a legitimate way. The expectation of employer maybe a loyalty factor from their employees but if it does not extend to the similar loyalty to them than it may not be fair. The objectivity is essential to be made as a reasonable area for purpose of employer's expectation. However, in a similar case, the employee's expectation is also essential as the employer's for the purpose of promoting the safety of the organisation. The respondents proposed that their expectations were same as mentioned above in the question 1, that they

needed flexibility in working condition, safety, incentive, yearly as annual leaves and overtimes with the written documentation as an agreement. Respondents also revealed that in a very narrow area the expectations for the organisation are met. Managing the expectations mutually in a sustainable and attractive contract makes sense for parties. The researchers also revealed that employees that are met with the expectations through employees are happier at their work and they reciprocate in kind. This represents a level of commitment; they are willing to go an extra mile in work and they are less likely for tempting the rivals.

What are your feelings towards the organization now?

Question 6 Analysis

Around 8 respondents were unhappier with the experience for the organisation. They feel disgrace for the organisation as they believe that employer branding is true, while, there are various commitments that are not fulfilled by the employers soon after joining an organisation. All the experiences and emotions that an employee has with an organisation can influence the employer brand. In today's world of social media, it takes only a single negative experience or the review to destroy the corporate reputation and change in perception of the candidate for the organisation. However, it is important to feel good and not only to build a strong employer brand that is popular but helps to protect it from causing any of the damage.

How do you see organisational attractiveness and decision of candidate for job pursuit, job choice and acceptance?

Question 7 Analysis

According to the majority of participants, organisational attractiveness plays a direct role over the job pursuing, acceptance and choice of candidate. It reveals that the reviews, posts, advertisements and other tools are the core essential part of marketing and attracting the employees when an organisation needs it. However, more the requirement, more the facilitation, allowances and flexibility are offered. Respondents revealed that more attractive the post and reviews are for the job, more the participants polish their skills, talents and prepare them for being hired for the job. The example was also given by 1 of the participants, the represented. The perks in jobs are an important part of the continuation of their job, and working dedicatedly. However, they also revealed that employees work dedicatedly and continues their job when they are satisfied and realised that the attractiveness presented by an organisation before being hired is true instead of being false. When the allowances and facilities for the job are with respect to the designation required by the employee, then they preferably select and prioritise the job that is according to their need and demand but it is important that the desires must be fulfilled. Respondents also revealed that job choice is an important factor for an employee, they need their job to be according to their requirement and the preferred designations.

Would you reconsider working the same role, in the same organisation if what you expected of it turned out to be completely true?

Question 8 Analysis

8 participants among 10 revealed that they won't continue their job on a similar role, in the same organisation if the employers do not support employee to meet the needs and desires and they totally turned out to be true. The participants represented that they do not continue their job, because they cannot work with dedication and passion if their needs are not fulfilled. The important thing that employee needs for continuing the job in a similar role within the same organisation are the facilities, flexibilities, allowance and overtime, including bonuses etc. But if an employer fails to fulfil these elements than employees tries to find out other jobs and switch as soon, they get a good role in another organisation. However, 1 participant revealed that if there are chances that the role may be promoted or either employer facilitate the employee than they try to stay within the organisation and wait for the right time, however, last respondent also revealed the similar point of view regarding role and staying in organisation if the company turn out for fulfilling the commitments.

Does the fulfilment of these expectations influence your retention?

Question 9 Analysis

According to the participants the fulfilment of expectation and employer branding helps to increase the retention of an employee. The implication of branding effort utilise personnel management increases the retention of an employee. However, employer branding may be considered as the retention of staff process impacting the overall employment experience, improving a good place for work and reducing the voluntary rate of turnover. The employee's retention methods need to be executed across the employment cycle. They revealed that effective factors can help to increase the factors of retention for being

recruited, inducted and selected, while development training, benefits, pay and effective supervision can help to promote the retention of employees if the above-mentioned requirement is fulfilled instead of turning out. The basic concept of recruitment to have the right individual at the right job within the right time is essential. Poor hiring and recruitment are argued to increase turnover. Organisations may face an increased rate of turnover in the initial months of employment. Improving the right fit for purpose of the job ensures the realistic expectation by new joiner of job and receiving the induction training will help to decrease the individual in early leaving of a job as it helps in holding the employees. Moreover, organisations need to be sure that the method of selection and recruitment is perceived and fair for avoiding putting the bad impression. However, fulfilling the job requirement and promoting the role, can help in staff retention and can decrease attention to the process of pre-employment.

I would also like to know if you have anything else that you would want to add to our discussion

Question 10 Analysis

The respondents revealed that employer branding needs to have a positive impact on the psychological contract. In most of the organisation, the most common thing observed is false commitments by the organisations usually observed on websites, posts, reviews and other pages. However, it is true that when an organisation needs to hire a wide range of employees for their company, they use to present flexibility, allowances and facilities for the employees to attract a wide range of candidates so they may select the best for their organisation. However, most of the time it is untrue when an employee is hired and

proceeds in the organisation there are no such facilities provided as offered in the advertisement, they make the employee lose pleasure, passion and charm of job. However, it is true that the commitments between employer and employee need to be true and authentic. While respondents also revealed the best way to overcome this false commitment issue is signing an agreement for the commitments as a black and white paper so they both may have proof and this can help employees to work dedicatedly in an organisation.

Discussion

The employees in an organisation can form the emotional bond with an employer on the basis of trust, with the influences on the level of engagement, loyalty, motivation and dedication. However, it can be said that employees start to live with a brand, for embodying organisations that want the customer for being experienced and most essentially, they perform in a genuine way instead of compliant (Tomprou, 2011, pp . 342 - 363). The latter process is called employee branding, the organisations with the engaged employees serving customer winning and well with loyalty can desire for repeated, increased sales and hence a higher profit. However, employee and employer branding are an interdependent project with having promises of former and not being recognised with the credibility of effort that may be undermined (Handcock, 2011 , pp . 367 - 371). However, getting the wrong psychological control, it may cost huge. However, studies from literature and responses of participants also revealed that breaching psychological contract such as (broken confound desires, promises and expectation) of employees are deliberately fostered through an employer and it may results in the withdrawal of co-operation, decrease the level of performance, absenteeism, commitment, sabotage and

employee turnover. It cannot render investment in employer branding campaign waste but the organisations that may face an increased turnover rate of employees as disillusioned with new recruits and leaving them earlier (Wilden, 2010 ', pp . 56 - 73). The reputation may suffer as badmouth the offending organisation to peers and friends. However, low commitments and cynicism fester in between those that remain. The study and interpretation also revealed that employer branding may resolve the recruitment issue and getting the individuals to apply but as it may sow a troublesome seed and not for the employees but for poorly served clients as well (App, 2012 , pp . 262 - 278). The relation among employer branding and the psychological contract is the branding campaign that is an initial opportunity employer that in full control for creating differentiation as the first impression that may initially attract the potential recruits (Gerber, 2012). However, this impression is also formed as a vital foundation desire for the psychological contract. Meeting them may result in flourishing the relationship and fails to meet them deliberately creates the false desires initially and violation of contract has become inevitable with the negative repercussion. The issues of recruitment may be resolved through employer branding. Helping individuals to apply but it can sow the troublesome seeds for the later and not for the employees but for poorly served individuals also (Tomprou, 2011, pp . 342 - 363).

The paradox of HR practitioner predilection for initiating wildly improbable employer branding campaign is that it needs to know the realistic job observation and setting up achievable desires and the reasonable expectation that tends to be a good predictor for the increased job satisfaction of employees and low intention for quitting (Srivastava, 2010 , pp . 25 - 34). The insight through the model is the accurate and deliverable psychological

contract is critical if the latest recruits are not for joining under the fake pretences and then they use to leave, bitter and disillusioned while, carefully creating desires are dashed in the first initial months. However, the effort capitalised in employer branding for being worth is genuinely reflecting the reality of working within the organisation (Sokro, 2012, pp . 164 - 173).

It must not present wilfully the damaged image, but employer branding campaign is observed to do that. However, it can be concluded that HR and employees must ensure that it needs to deliver the promise of an employer brand as Basic right of HR and employees satisfaction needs to provide satisfaction for customers. According to Ruchika and Prasad (2017) The employer brand message and individual's personal characteristics form the brand associations (Forster, 2012). This brand association further leads to the development of elemental beliefs which are similar to those proposed by Rousseau. Adding to these, Chapman et al. (2005) derived a strong relationship between organizational attractiveness and a candidate's decision of job pursuit, acceptance and job choice. Jiang and Iles (2011) also supported these findings through their study.

The retention practice has also created various challenges to the organisation as they struggle in a war of talent acquisition as a shortage of skilled manpower and the presence of unremitting brain drain (Srivastava, 2010 , pp . 25 - 34). The idea of retention management is presented as an approach of managing the talented employees and keeping for the engagement period in a long term basis and then competitors through executing the retention management initiatives. However, the studies also revealed that retention is an essential factor in managing talent. Grobler (2009) revealed that retention is a measure for keeping the talent in contributing as a success for the organisation (Gerber, 2012). The

researchers have presented employee retention as an intentional move made through an organisation for fostering the atmospheric condition and engaging employee for long term basis in an organisation. The beneficial method for holding the employee within an organisation is encouraging staff for being within an organisation for the maximum duration for meeting the goals of an organisation.

The breaching of a psychological contract may result in an increased rate of turnover. Sim (1994) also revealed a balanced psychological contract as being necessary for continuing the relationship between the organisation and employees (Festing, 2014 , pp . 262 - 271). The breaching of psychological contract may signal the participants that parties do not share for a longer duration or common set of goals and values. While perceptions are subjective they may get change with respect to time and it may be unavoidable disagreement among employer and employees. If employees found a contract to be breached than it may outcome in decreased resignation, commitment, and intentions of leaving (Wilden, 2010 ', pp . 56 - 73). The impact of psychological contract over the turnover is dependent on nature, relational and transactional. The transactional contract emphasizes over the short-term privilege and monetary as relational attention over long term relations among employee and employer. For instance, in some of the cases, the hourly workers that sign a transaction contract as earning money it can be claimed that reality of psychological contract is change with respect to internal and external environment because of markets, inability of employer and making a life-long commitment to an employee that results in changing the employment perception (Kumar, 2019). The employee branding is a significant tool within the recruitment market n which application of traditional marketing method can be utilised through the organisation for differentiating

the labour market for achieving success in retaining talent and attracting. While the literature review and analysis revealed that employer branding incorporates with some of the theory as well, they are practical in nature but concentrates on tactics (Leekha, 2014 , pp . 48 - 60). They use the branding idea in two major ways, (1) for retaining and attracting the valuable talent in the organisation (2) ensuring that talent will engage with the strategy and culture of an organisation. Therefore, the main aim of an employer brand is to impact positively to prospective and current employees for attracting the employees that are loyal and have a higher potential to work.

CHAPTER 5: CONCLUSION

This section introduces the overall summary of the research project that has presented a fruitful outcome for the study. The objectives of the study were met under the study of literature and findings of respondents. It helped to check and understand the efficiency of employer branding to influence psychological contract. This paper helped to understand the impact of employer branding on the APC known as the anticipatory psychological contract that is found to be effective in branding. This method helps to gain employees retention. It helps to keep the individuals to be within the company. It is found to be effective to facilitate the candidates and employees so they can stay within the organisation for a long duration of time. However, it is essential that advertisements, posts and reviews also requires to fulfil the facilitation offered to a candidate prior to being hired within an organisation. The research questions were also successfully answered during my research study. The employer branding impacts the APC for holding the potential employer. The study presented that psychological contract is a model with practical importance. The study has resulted in reflecting the distinguishable recommendation that implemented potential to ensure fulfilment of employer and employee desires and expectation that are managed under the agreement that is found within a psychological contract. This contract helps in managing the employment relationship in the context of understanding the expectation of employee and employer both for exchange agreement. When the expectations of employees are fulfilled then the psychological contract is considered to be fulfilled. The study is observed to be effective but further researches are required to be carried out. It is concluded through paper that employer branding impacts the formation of psychological contract under the above-mentioned factors and elements that contributes in study. However, it is

important that HR department and employer of the organisation needs to understand that advertisements, jobs offer, and posts needs to be realistic and it needs to fulfil all the commitment presented by the company in job post. This can help to introduce a positive impact on psychological contract it helps to keep the employees motivated, dedicated and encouraged towards their work instead of switching. The participants selected in the study were those who left their job, the main reason for selecting these participants is that they have knowledge about the internal commitments of organisation made during job offers.

5.1 Recommendation for future research

The future studies can help to draw a clear insight into the types of contract and understanding of Anticipatory psychological contract and its relationship with employees and branding. Furthermore, the research can carry out a survey instead of interviews for drawing a wider image to be aware of the participants' reviews. The SPSS and other tools for analysis can be used that is objective type research. The increased participant in a range between 50 to 100 can provide a fruitful outcome. This study has various limitations in part of the methodology that followed an inclusion and exclusion criteria. If I would have time to provide in-depth insight into the study then I would have carried out responses in the context of a survey from 15 to 20 organisations instead of being limited to few organisations, my area of research would be employee's retention through deciding a hypothesis by mean of Cronbach alpha and pilot study. This can help to provide authenticity, validity and reliability of the research. Having unlimited time could help me to explore would be the role of the HR department in employee's retention with respect to psychological contract. The Employer branding research from different companies and countries could help to provide different strategies used. My research findings evaluated

the gap in previous literature in context, that in some areas I was not capable to find out the answers appropriately, from 10 to 15 articles, magazines, journals and books. This helped me to know the value of a wide range of studies to be selected for research. The data gathering was quite different in comparison to other researches. The data was gathered only from the participants that have left the organisation. My future research can also be made with the help of participants that are currently working within the organisation instead of the participants that have left the organisation, another thing can be a comparison that can be made in between participants that quit their job and impacts of employer branding and contract on the currently working participants.

The in-depth pilot study and appropriate selection of journals from libraries published materials on websites, articles and blogs can be selected that may have a positive effect on the reliability of the study.

5.2 Personal Reflection

My learning has been enhanced through structuring and analysing this research study. I have learned the computer literacy skills, confidence for carrying out an appropriate study, determination, flexibility, organisational skills for the data gathered for study. My skill in problem solving and query during carrying out the interview was conducted in a way that it helped me to develop skills to resolve problems of a participant if they made any further questions. It developed the skill of fulfilling the responsibility, working with a supervisor, management of time during interviews, proposal and carrying out whole dissertation study. My other competencies that have been developed during my research study was working independently and with respect to deadlines. However, this study helped me to develop an understanding of methods used in the study this included, learning types of sampling, types

of research methods, approaches and research strategy. I also learned the value of inclusion and exclusion criteria, limitations of research study, worth of reliability and validity and ethical considerations to prioritise during research. I became aware of research ethics, and principles to be carried out during research.

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APPENDICES

APPENDIX A- PERSONAL INFORMATION

AGE_____

GENDER_____

DESIGNATION_____

APPENDIX B- INTERVIEW QUESTIONS

1. Do you feel that expectations generate towards the employer before your actual entrance in the organisation, if yes could you elaborate on what these expectations were?
2. What influenced these expectations or desires (was it advertisements or reviews etc.)
3. To what extent were you influenced by them?
4. What do you think your obligations were towards the employer before the initiation of your role in the organisation?
5. Were your expectations met, if yes/no what were these expectations?
6. What are your feelings towards the organization now?
7. How do you see organizational attractiveness and decision of candidate for job pursuit, job choice and acceptance?
8. Would you reconsider working the same role, in the same organisation if what you expected of it turned out to be completely true?
9. Does the fulfilment of these expectations influence your retention?
10. I would also like to know if you have anything else that you would want to add to our discussion.

APPENDIX C- INTERVIEW TRANSCRIPT

S. No	INTERVIEW QUESTIONS	RESPONSES Participant 1	RESPONSES Participant 2	RESPONSES Participant 3	RESPONSES Participant 4	RESPONSES Participant 5
1	Do you feel that expectations generate towards the employer before your actual entrance in the organisation, if yes could you elaborate on what these expectations were?	Yes, I felt that getting the opportunity to enter in the organisation will be a greater opportunity for me to avail. However, my expectations were great welcome, parties, lunch and cake cutting ceremonies on hitting bonuses and paid leaves	I was not sure for the opportunities as it was my first job experience as the office-based job. But I was sure that the company will provide a good opportunity to hold their employees. I expected increments that will be made on a yearly basis but I was Wrong.	Before entering into the organisation, I was desiring a good change in my lifestyle. My expectations were good allowances, medical allowance and other benefits such as Lunch, Increments and etc.	No, I was not expecting a good change in which I was being interviewed. However, I had a little expectation from the company in which I was going to enter. These expectations were permanent job offer but I was hired on a contract basis and soon we were asked for termination even after giving an appropriate performance.	Yes, before entering into the company I was desiring a good change and facilitation in my lifestyle. The employees and the HR department promised various things due to which my expectations were also built accordingly. Among which I thought, incentives, monthly and yearly bonuses and raise in salary will be done. But unfortunately, no promise and my own desires were fulfilled.
2	What influenced these expectations or desires (was its advertisements or reviews etc.)	My expectations were based on the promises made by the HR department during interview and Testing. My expectations were the result of facilities and promotions offered in the post as well that was mentioned	The job advertisement had triggered my expectations because it included facilities such as Allowances, health insurance, paid leaves, incentives, monthly and yearly bonuses, lunch, parties, increments and permanent job.	I searched for my job in a magazine. This review had improved my thoughts towards the facilities that will be provided.	My expectations were not much influenced, because prior to this I worked somewhere else as well. They also did the same thing, these false promises impacted my dedication and motivation towards work however, I	My expectations were influences through advertisement on the company's website and social media pages, such as jobs.com, and other job searching pages on Facebook and Twitter.

		in different social media pages.			believe that advertisements are usually to attract workers but somehow, they are fake.	
3	To what extent were you influenced by them?	At a good range, I have been influenced by the promises made by the organisation. While entering into the organisation made me understand that false promises were made	The expectations continued from 13 months than Finally; I came to know that all the written things in job advertisement were somehow false.	These influenced my thinking and psychological expectations that this job may help to improve my lifestyle quality	I was not being influenced much but my psychological perspective helped me to improve my dedication towards work and availing new job opportunities.	I have been influenced when I saw various likes on the Facebook Pages and reviews of people that were negative but positive as well. However, APC is an effective way to be followed.
4	What do you think your obligations were towards the employer before the initiation of your role in the organisation?	I think I should have signed a contract or agreement that must include all the allowances and facilities as written in the advertisement, So, I may have a proof to show that no commitment has been fulfilled.	My responsibilities may include confirmation from other employees that were already working as well as signing the documents for commitment to raise the salary	I should make a contract of employment that must include an organisation's policies, and written a statement of employment 2 months prior to the start date of a job.	I could have an employer's liability documents. But for an employer, the obligations must include, the title of job and description, method for calculating the pay and intervals at which the wages are paid, the working hours	The responsibility or duty of care could be made in between me and employer before entering into the organisation. So, this may also involve an important factor that is biases, and discrimination from other employees that could help to overcome this issue through which I was being criticised and victimised as well.
5	Were your expectations met, if yes/no what were these expectations?	No such expectations were made instead of being appreciated for performance but no rewards or celebrations	No, there was no such expectation that has been made by the organisation.	No, the only duty of care has been given to me, instead of thing nothing was made for appreciation	I was not expecting any kind of thing however, my expectations were always being minimised even after	No, there was no expectation that has been fulfilled while working in the organisation always felt me be discriminated

		were made		or either to keep me motivated towards work	reading a post and hearing about the job opportunity	and bias in comparison to other employees.
6	What are your feelings towards the organization now?	My feelings towards the organisation that I left were worst, while, a new organisation that I have joined is satisfying environment and comfortability as they are good to fulfil their commitment	I am embarrassed as well as disgraced from my prior organisation, now I am searching for the job and unaware of the situations that may be faced in a new organisation in which I will be working.	I am dissatisfied with the organisation in which I am working and worked prior	My feelings are quite different from the previous organisation. I was working un dedicatedly with the prior organisation. However, this designation has motivated me to work with dedication.	My feelings reveal the lack of trust towards the organisation's commitment until or unless a contract is signed in between employer and employee.
7	How do you see organizational attractiveness and decision of candidate for job pursuit, job choice and acceptance?	The organisational attractiveness was very common to attract employees. It is there a way to attract a wide range of employee and selecting according to the requirement. The needy people use to trust their opportunities and decide to join the job.	The good facilities and opportunities for exposure is a major point to attract employees. The employee accepts the opportunity and cannot quit the job before serving the notice period as the policy of organisation was to pay equal salary amount if an employee gives resign on short notice.	The attracting posts, facilities, good opportunities and commitments are made by the organisation that made fake perception on psychological perspective for employees. This makes the employee expect good from the organisation.	The organisational attractiveness and decision of employees are very common points. However, this stops the employee to search for another job. However, soon when the commitments are not fulfilled by the organisation, Employees try to reject the job and search for another job. This makes the employees to be demotivated and undedicated towards their job.	The decisions made by a candidate is on the basis of the posts and commitments made by the organisations. However, they accept the job and stops to search for another job.
	Would you reconsider	No, I won't prefer to work	I will try to find another job, soon	Yes, I can continue if an	No, I would have left the job	No, I won't prefer to work in

	working the same role, in the same organisation if what you expected of it turned out to be completely true?	in the same organisation if all the commitments made will become false.	I get the job I will turn out from this organisation that had made false commitments	organisation commits that it requires some time to make things better. I could have worked in the same organisation.	as the commitments were not being fulfilled and performance is never appreciated.	the same organisation if it commits the wrong things to me.
9	Does the fulfilment of these expectations influence your retention?	If commitments would have been fulfilled maybe, I would continue this job however, the fulfilment of expectation could have motivated me to work with the organisation.	Yes, it would have fulfilled my desires and wishes to stay in the organisation	No, I was not being influenced positively through the organisation, but eye-witnessing may help me to hold in the same company if my expectations are being fulfilled.	Yes, the fulfilment of commitment could help me to impact the retentions and expectations of the organisation.	If my desires have been fulfilled it may positively influence my retention and working dedicatedly for the company
10	I would also like to know if you have anything else that you would want to add to our discussion	Yes, I would recommend an organisation if they commit for facilities and allowances or anything for the employee that it needs to fulfil the commitment this may become a success for their organisation.	I want organisations to post realistic advertisements, reviews and job offers on social media and other sites., Instead of thinking for their own benefit they need to think mutually for an employee as well as employer	The company needs to sign a contract or agreement among the employer and employee to give all the committed facilities for the employees. However, in the case of breaching commitment, the employee would have the right to claim and appeal in court	No false commitment should be made by the employer or by any of the organisation that can increase the rate of turn over for employers, however, employer branding needs to be true and trustworthy to make a reputation of the company.	The policies, terms and conditions need to be signed prior to making commitments with the employees at the time of employer branding.

S. No	INTERVIEW QUESTIONS	RESPONSES Participant 6	RESPONSES Participant 7	RESPONSES Participant 8	RESPONSES Participant 9	RESPONSES Participant 10
1	Do you feel that expectations generate towards the employer before your actual entrance in the organisation, if yes could you elaborate on what these expectations were?	Yes, it is true that expectations are building among employees soon when employer branding and adds that plays a 100% role in an organisation. These expectations are a commitment for lunch, appreciation awards, certifications, welcome parties, yearly increments and other facilities.	The commitments build expectations for the employees. This creates a perception that company will provide facilities, and provides all allowances for improving quality of life, but eventually when the candidate enters in an organisation as an employee than it is realised that the truth is basically opposite to the commitments made.	Yes, it creates expectations but I did not consider them true until or unless I see proper documentation and commitment on an agreement. But the common expectations are culture, flexibility in working, paid leaves and medical facilities.	Yes, there are various expectations that employees build with employers before entering an organisation. I also build positive expectation from an organisation in which I was hired these expectations are flexible in working hours, medical leaves, and others.	Yes, the advertisements, reviews and published posts help to build various expectations from the organisation. My personal expectations from the organisation were working hours, medical leaves, and flexibility in the work environment.
2	What influenced these expectations or desires (was its advertisements or reviews etc.)	These expectations were impacted through reviews and advertisements etc. I developed the desires as my expectations through reviewing the posts and ads	The expectations are always triggering through the presented advertisements. This has motivated my thoughts and expectations that it will provide a path for promoting the skills and gives an adequate opportunity.	The advertisement on twitter and Facebook has motivated me to develop desires for the organisation.	Yes, the reviews build a strong expectation and psychological attraction towards the organisation either if it would have a strong bond or either weak bond for the organisation.	The positive expectations were built through review and Facebook pages.

3	To what extent were you influenced by them?	At some extent I was influenced through the advertisements and reviews because it built a trustworthy perception for me regarding branding for being hired in their organisation	I was totally impacted positively through commitments that have been made by an organisation	It provided an extent to improve the quality of lifestyle	My expectations were promoted through adequate promises and commitment made in ads	I thought that these commitments will be fulfilled, unfortunately, there was no documentary or contract signed in between employee and employer.
4	What do you think your obligations were towards the employer before the initiation of your role in the organisation?	My duties towards employer are to build the reputable image in an organisation, however, the contractual signatures are appropriate to be made before initiating the role within an organisation	My obligations in the organisation are to promote the quality of work and making a reputable image in an organisation.	The participant included, confirmation and written black and documents for the duties of employees to be fulfilled and must be signed in between employees and employer.	The employer must prepare a contract before hiring an employee, and at time of confirmation it is important that employee needs to assure that all the commitments will be fulfilled appropriately	It is the duty of an employer to provide evidence for building a reputation of an organisation and building trust of employees.
5	Were your expectations met, if yes/no what were these expectations?	No, my expectations were not made, the organisation promised to make employee permanent after 2 months of prohibition but it has been 6 months, I was not being permanent either document have been issued.	My expectations towards an organisation were increment, medical facilities, insurance, transportation service and monthly bonuses. But my expectations were not fulfilled	The thing I was expecting for anti-discrimination and biasness was appropriately followed by the organisation but the personal commitments were not followed such as paid leaves, and increments.	Yes, the expectations were appropriately followed, for assets of the company but all new fresh employees were not properly dealt. The digital marketing area did commitments and promises as HR also with the employees, this build expectation of lunch from a company that was found to be a false commitment	No appropriate expectation was made by the employer in an organisation. They made a fake promise for incentive, bonus, increment and facilities.

6	What are your feelings towards the organization now?	My feelings are not positive for the organisation I developed trust issues due to facing false commitments by the organisation.	The feelings were positive as well as negative but the majority of the part was played by negative feelings as the company did not follow what they committed for.	Yes, I have developed negative feelings for the organisation but the important thing for an organisation that I will suggest is employer branding must be appropriate and fulfil the commitment before and after hiring should be same.	By changing my job towards another organisation has improved my career and quality of life, as they are making a commitment but also trying to fulfil all the commitments made through organisations	My organisation has developed a negative feeling as they did not perform whatever they had commissioned.
7	How do you see organizational attractiveness and decision of candidate for job pursuit, job choice and acceptance?	The organisation attracts individual as one of their technique for promoting the rate of employees in an organisation. This makes the candidates attract towards a choice of job and accepting the job.	The organisations attract employees through committing for facilitating the candidates this makes to attract the candidate towards work and accepting the job offer.	The organisational attractiveness is directly proportional to the decision-making power and job choice of an individual. More the organisational attractiveness more, the power of decision making.	The decision of the candidate is improved by the facilities and branding that organisations make for the employees/ However, they accept the job, pursue the job and promotes the process of decision making	The attractiveness of organisation includes facilities it provides to the employees, strategies to overcome a barrier, however, employer branding is done inappropriately way for the purpose of decision making for the employees to hold in the company
8	Would you reconsider working the same role, in the same organisation if what you expected of it turned out to	No, I would not prefer to work in the organisation if it does not fulfil the commitment, but I will give an opportunity to improve the working and expects in a complete way.	If the organisation stands out of the expectation that I will not probably prefer to continue my job in the same organisation, as I	Obviously, I won't be working at same role in organisation if it does not fulfil the commitment but it will	If an organisation fulfils the commitments that of course, I will prefer to perform my role in the same designation and	The role in the organisation depends over the skills and previous experiences, However, of an organisation, fulfil their

	be completely true?		will lose my motivation as well as dedication.	fulfil the desires and my expectations that had been offered during job offer will help me to stay with the organisation	position for continuing my job	commitments that are made at the time of job posting will be preferred to work along for success of an organisation.
9	Does the fulfilment of these expectations influence your retention?	Yes, fulfilling the commitments will help me to stay with the organisation as the aim of the employee is always facilities, and necessities of their life to be fulfilled through their adequate job	If my expectations are fulfilled appropriately, then it will help me to stay in the organisation	Yes, fulfilling all my necessity and commitments made by the company will keep me as an employee of the organisation	The fulfilment of expectation will impact me in a positive way of holding me within the organisation.	It impacts the retention of every employee if an organisation is aware to fulfil the commitments that have been made.
10	I would also like to know if you have anything else that you would want to add to our discussion	Yes, I would prefer to suggest the organisations that give false adds on social media and other publications that kindly maintain authenticity, so it will help to reduce the employee turnover rate of the organisation	The organisation needs to facilitate the employees with every commitment to promoting their quality of life so they can perform appropriately and work with dedication	The lack of motivation and inappropriate dedication results due to the false commitments	The effects of employers branding on the psychological contract formation may be positive and negative, but it is observed to be usually negative due to the false commitments	The employer needs to sign an agreement or contract for promoting the reliability of their commitment