

Perception & Impact Analysis of Employees of the Pharmaceutical Industry towards Employer Branding with Special Reference to Gujarat



ISBN: 978-1-943295-20-3

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1. Introduction

In this crucial time of the volatile business scenario, it becomes extremely critical for the firm to establish an identity as a social organisation that recognises genuine talent during this pivotal period of the unstable business environment. For greater performance, the company must place a strong emphasis on its human resources. Given the current labour market's lack of highly qualified and bright workers, attracting and keeping skilled workers is a pressing human resource concern for all businesses. As the focus of human resources has recently switched from employee experience to human involvement in the organisation, organisations cannot adopt a one-size-fits-all strategy to attract and retain talent. Employee skill can boost an organization's effectiveness in the field. The company needs to give talented workers the correct opportunity. Talented personnel are the major factor in improving the brand image of any organisation.

In this competitive realm where the organizations are being judged and evaluated on many areas along with how and what products and services organizations are offering, HR experts' major task is to market the organization's image in the minds of all stakeholders by drawing their attraction to the organizational values and employee-friendly policies and win them by taking care of skilled, talented employees (Hana Urbancová, 2017). Studies show that employees want to associate as an employee with an organization with a good working culture, developmental opportunities, working conditions (Wright, 2014). So, to gain better pool of talent, Employer has to brand its positive image to the potential applicants through better employment experience for its current employees. If the image of the organization is mostly preferred, then it leads to the organization considered as "Employer of Choice".

Being appealing to both present and future talent is the main objective of employer branding. Additionally, the former employers are a key component of employer branding. Thus, keeping the organization's essential talent is getting more difficult and complicated. While many businesses are reducing their workforces in order to survive in the present economic climate, it is obvious that employer branding strategies will undergo substantial changes. The image of the organisation as a great place to work in the minds of current employees and key stakeholders in the external market (active and passive candidates, clients, customers and other key stakeholders) is a robust task to develop and maintain (SHRM, 2008). To create and maintain a brand's identity, the organisation has to stick to the core values of the organisation (Kay, 2006). Employer branding is encompassing the values, policies and integrity to the employees. It is emphasising the structure, values and beliefs of the organisation and communicating to the employees and potential employees. Employer branding directly or indirectly includes all the HR activities which the organisation strategizes and incorporates as a part of the working culture. Employer branding is the base of creating friendly long term relations between employer & employee which is based on mutual consent, particular system and investment from both the parties (Aggerholm, 2011).

2. Review of Literature

A large number of studies have been done so far on Employer Branding and its impact on Organizations resulting in fruitful findings and structural imperatives. The studies conducted on Employer Branding so far were quite comprehensive in nature however, the study of the impact of Employer Branding on Employees were not elaborative enough.

2.1 Employer Branding

From relative oblivion more than two decades ago, employer branding started becoming an essential element for all the organisations. The topic first was discussed by Ambler and Barrow in 1996. Ambler and Barrow have defined Employer Branding as "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company" (Barrow, December, 1996). Backhaus and Tikoo discussed, employer branding as "differentiation of a firm's characteristics as an employer from those of its competitors, the employment brand highlights the unique aspects of the firm's employment offerings or environment" (Backhaus, 2004). While Martin and Beaumont stated, employer branding involves managing a "company's image as seen through the eyes of its associates and potential hires" (Martin, 2003). A sum of the key potentials current and prospective employees identify with the organisation as an employer, such as economic (compensation and benefits), functional (e.g. learning new skills) or psychological (e.g. sense of identity and position (Moroko).

2.2 Factors affecting Employer Branding

Evidently, almost every organisation has now understood the need for implementing employer branding practices. The cut-throat competition in the recruiting market is a fact typical to the modern-day business and economic scenario. While the pressure on employees is often brought into focus, the pressure on employers is something worth mentioning. This is where the employer branding practices have found their utility and the functionality of the same has been alleviated. And to measure how well the ways are materialising in favour of the company experts have identified some indicators for the same.

The study revealed that employer brand as a process is a combination of three steps: I. To share organisational values and qualities so that the organisation is perceived as a suitable employer, II. Create growth opportunities for current working employees, III. To make the employees feel valued and prod for the products/services they serve for the organisation (S. H., 2011). Employer branding is successful only when current talent is involved in their organisation’s image, presentations and recruitment strategies (Edwards, 2013).

(Agrawal, 2015) Established that Basic Job Benefits, Overall Status of the company, Competitiveness & Challenges, Self-Development Opportunities, Future Opportunities, Emotional Judgement, and Relationship with Peers, Internal Management and Ethics & Values are the factors affecting Employer Branding.

2.3 Impact of Employer Branding

Organisations are now benchmarking themselves as great employer with different employer branding practices which leads to success of the organisation in the longer run.

(Gilani Hasan, 2017) Found that Employer Brand Practices lead to Employee Satisfaction & Employee Attraction. Employee Satisfaction leads to Employee Commitment which increases the performance of employee and drives to better customer satisfaction. Recent study conducted by (Puja Kumari, 2020) concluded that Employer Branding does affect positively on recruitment of the firm and on the number of application received by the potential candidates.

(Pankaj Gupta, 2014) Suggested that Strong Employer Branding results in reducing Cost Per Hire. Employer Branding helps in increasing quality of Hire of the organisation. A good employer branding also acts as a direct prime mover in pushing up the returns growth of the organization.

3. Objectives

The core objectives of the study are related to the study the perception of employees towards employer branding. The detailed objectives are outlined below:

- To study the factors affecting employer branding for the employees with employment experience less than 5 years of Pharmaceutical Industry in the state of Gujarat.
- To study the perceptions towards employer branding of employees with employment experience less than 5 years of Pharmaceutical Industry in the state of Gujarat.
- To study the perceptions towards employer branding of employees with employment experience more than 5 years of Pharmaceutical Industry in the state of Gujarat.
- To analyse the impact of employer branding on employees with employment experience less than 5 years of Pharmaceutical Industry in the state of Gujarat.
- To analyse the impact of employer branding on employees with employment experience less than 5 years of Pharmaceutical Industry in the state of Gujarat.

4. Scope of the Research Study

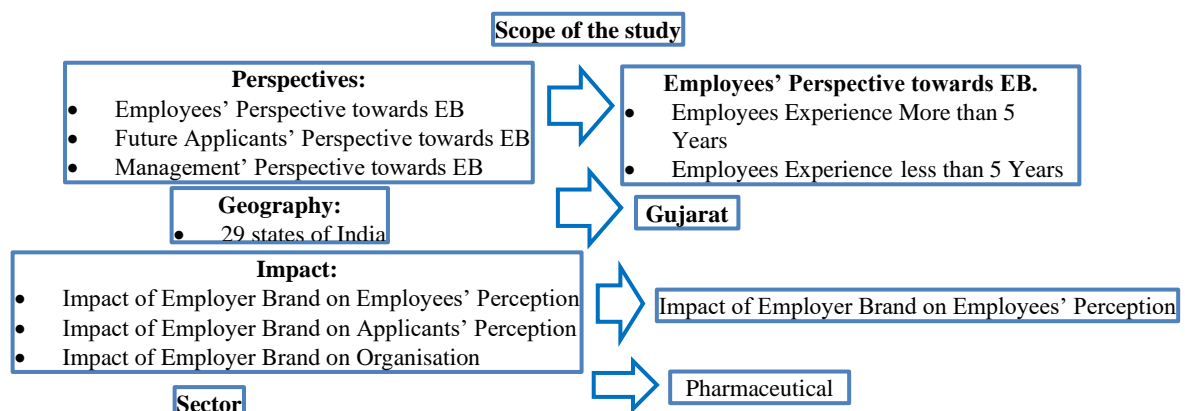


Figure 1 Scope of the Study

The scope of the research is restricted to studying the perception and impact current employees’ pharmaceutical industry towards employer branding only. The geographical room of the study is limited to the state of Gujarat. Out of various employer branding factors, the study concentrates on pre analysed employer branding factors only. The employer branding factors are

different for the employees with the experience more than 5 years and less than 5 years. The impact of employer branding practices are on: Employer Branding, Employer Brand Equity, Employer Brand Association, Employer Brand Loyalty, Employer Image, Organizational Attractiveness, Employee Commitment, Employee Satisfaction, and Employee Productivity. The scope has been displayed graphically in the Figure 1.

5. Research Methodology

5.1 Type of Research Design

Descriptive research design and causal research design are used in the study. The descriptive research design is most appropriate to the primary data study of the study as it objects to study the perception employees hold towards Employer Branding. As this study measure the cause and effect relationship between Employer Branding Practices and its impact on employees'. It also demonstrates various variables and attributes that are applicable to the interest of the study.

5.2 Data Collection Methods and Sources

Both primary and secondary data collection methods are used in the study in order to collect the required data to meet the objectives of the study.

5.2.1 Primary Data Collection: Primary data is collected from the Employees of Selected Pharmaceutical companies in the state of Gujarat. For collecting Primary data a structured questionnaire is used as it was the most suitable tool to meet the objectives of the study.

5.2.2 Secondary Data Collection: Secondary data is collected from various reports, Great Place to work for report, Top 100 Pharmaceutical company reports, Vibrant Gujarat's Pharma report 2017, Industry publications and research reports of previously conducted studies in this path in order to understand the existing scenario of employer branding.

5.3 Data Collection Instrument and its Nature

For the drive of collecting primary data, a structured questionnaire was used for administering the responses. A combination of multiple choice questions, dichotomous questions and open-ended questions was used in the questionnaires as per the complexity as well as the objective of the issues involved in the question. Several 5-pointer Likert scale questions have been used in the questionnaire where the responses were sought for multiple variables. The questions are framed so as to cover all the identified and relevant variables under research in order to study the perception of employees and impact of employer branding on employees.

The questionnaire had three sections: i) Employees perception on impact of employer branding, ii) Demographic & employment profiles of the respondents iii) Employees' perception towards employer branding (Employees having experience less than 5 Years), iv) Employees' perception towards employer branding (Employees having experience less than 5 Years). The questionnaire has 3 Likert scales which were developed by Pierre Berthon (Pierre Berthon, 2005), Tanvar K. Prasad (Kernica Tanwar, March, 2017) & S. Arora (Arora, July, 2016) respectively. Before finalizing the instrument, the questionnaire was validated by the industry professionals through informal interaction. The recommendations given by the experts were implemented in the questionnaire. Post validation, reliability test was conducted on the data collected under pilot survey. The result of 'Cronbach's Alpha Reliability Test' was above 0.7 and thus, the same questionnaire was used for further data collection.

5.4 Sample Design

The sampling design that was implemented by the researcher to collect responses from the best possible precise samples have been highlighted below in the Table 1 along with the profiles of the samples.

Table 1 Sampling Profile

Employment Experience	Sample Collected from Gujarat				
	Torrent	Zydus	Intas	Sun	Total
Experience more than 5 Years	130	82	81	131	424
Experience less than 5 Years	15	23	69	20	127
Total	145	105	150	151	551

5.4.1 Population Frame

Employees working in the pharmaceutical industry located in the state of Gujarat are considered as population under study. More than 85000 employment is provided by pharmaceutical industry in Gujarat according to the report of Vibrant Gujarat 2017 of Pharmaceutical scenario. The population considered under the study is limited to the top management, middle level managers and front line managers. Non managerial employees are not considered under the study.

5.4.2 Sample Size

In total 600 responses were taken post which, the data collection was stopped. Out of the collected responses, in several questionnaires missing data was found. At last, the missing data questionnaires were reduced to 49 and final 551 responses were considered for further analysis.

5.4.3 Sample Units

Responses are sought from employees holding the authority of various levels like, of Top Management, Middle Level Management and Front Line Managers in major 4 Pharmaceutical companies in the state of Gujarat. The list of companies is mentioned below in the Table No.2.

Table 2 List of Organizations

Ahmedabad Cluster	Vadodara Cluster
Zydus Pharmaceutical Ltd. Torrent Pharmaceutical Ltd.	Sun Pharmaceutical Ltd.

5.4.4 Sampling Technique

A multi-stage sampling technique is used to collect the data from different regions of Gujarat. To give justification to industrial diversity, in the first stage of sampling, with the help of quota sampling technique, the organizations were selected on the basis of Reports of Great place to work, Financial Report(Net Worth, Net Income),Top 100 Pharmaceutical companies in India report.

The major 4 clusters of Pharmaceutical industry are Ahmedabad cluster, Vadodara cluster, Bharuch and Ankleshwar cluster and Vapi/Valsad cluster. From all these reports and sampling, following pharmaceutical companies were selected on the basis of their financial popularity: Zydus Pharmaceuticals (Ahmedabad Cluster), Torrent Pharmaceuticals (Ahmedabad Cluster), Intas Pharmaceuticals (Ahmedabad Cluster), Sun Pharmaceuticals (Vadodara Cluster). After dividing the geographical area under scope into different regions, in the second stage of sampling, the responses were collected as per non-probability convenience sampling method. The same has been shown in the Figure 2.

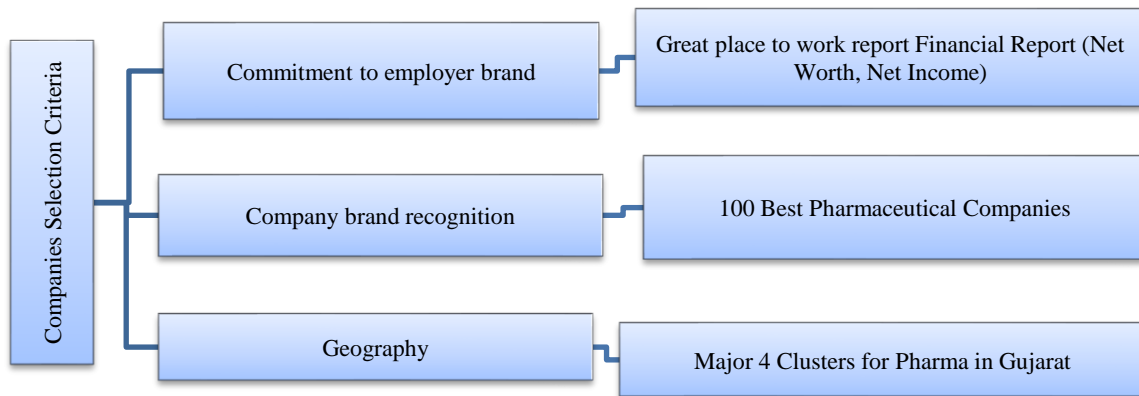


Figure 2 Sampling Technique Profile

5.4.5 Data Analytical Tools

The collected primary data was analysed using SPSS software and Microsoft Excel and Smart PLS. To generate the results in line with the objectives, some tests were applied which suited the nature of the question. The test/analysis used in study is Factor analysis. Apart from test, frequency analysis and mean analysis have also been used. The analyzed factor analysis data and impact analysis have been presented through Google Coggle.it Mind Maps.

6. Conceptual Framework

6.1 Conceptual Framework for the Employees with Employment Experience Less than 5 Years

Figure No.3 suggests the proposed framework of Employer Branding. Based on Literature Review, the impact of Employer Branding have been identified. The factors affecting Employer Branding have been derived from factor analysis.

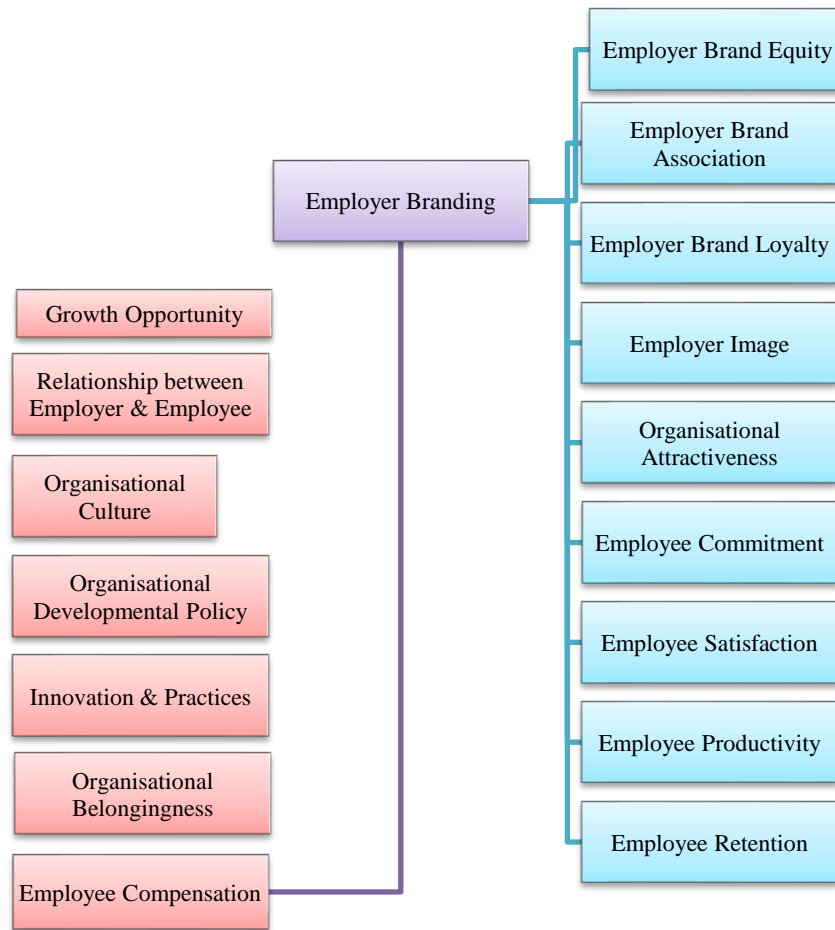


Figure 3

6.2 Conceptual framework for the employees with employment experience more than 5 years

Figure No.4 suggests the proposed framework of Employer Branding. Based on Literature Review, the factors affecting Employer Branding and impact of Employer Branding have been identified.

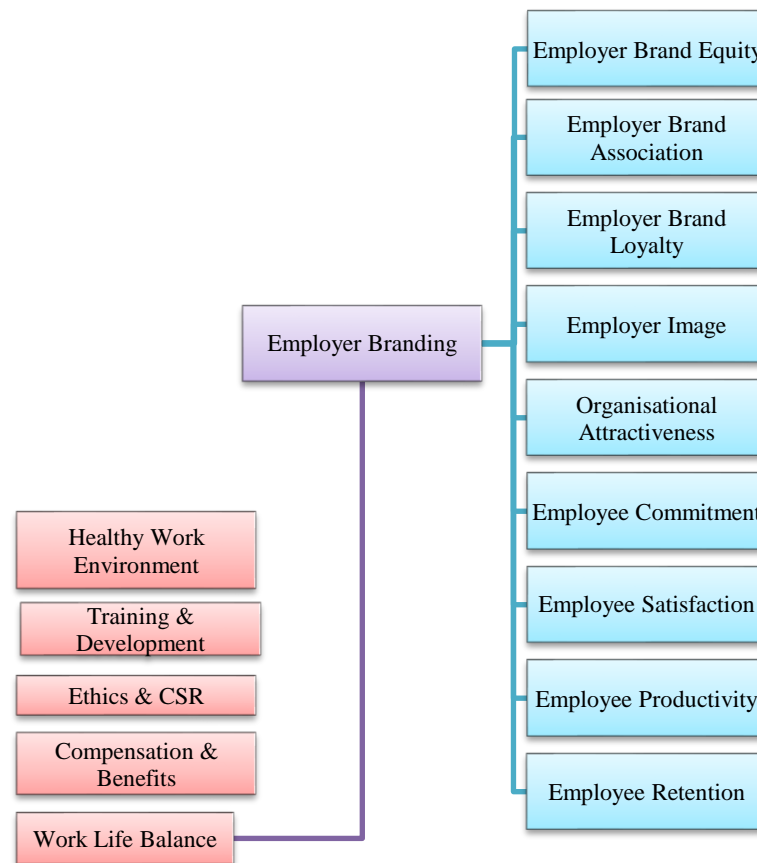


Figure 4

7. Results and Deliberations

Several outcomes are generated on the basis of the analysis of primary and secondary data. These outcomes have their implication at employees and organizational level. The results are outlined below in two sections

7.1 Results from Primary Survey (Employment Experience Less Than 5 Years)

- For the 127 respondents with employment experience less than 5 Years, the major factors affecting Employer Branding are: Relationship between Employees & Employer, Growth Opportunities, Organizational Developmental Policies, Organizational Culture, Employee Compensation, Organizational Belongingness, and Innovation & Practices.
- For the 127 respondents with employment experience less than 5 Years, the perception of employees towards Employer Branding is satisfactory in nature as, the highest satisfaction is towards Growth Opportunity & Employee Compensation with Average Mean 1.80 and least satisfaction is towards Relationship between Employer & Employee with Average Mean 2.
- For the 127 respondents with employment experience less than 5 Years, the employees are most satisfied with the opportunity to apply what has been learnt with the mean 1.73. Whereas, the least satisfaction is towards Innovative Work Practices followed by employer with the mean 1.98.
- For the 127 respondents with employment experience less than 5 Years, the impact of seven factors of Employer Branding on Employee Satisfaction is 0.618 with highest contributing factor Organizational Culture (0.358) and with least contributing factor Growth Opportunity (0.019).
- For the 127 respondents with employment experience less than 5 Years, the impact of seven factors of Employer Branding on Employee Retention is 0.544. The highest contribution is from Organizational Culture (0.367) and least contribution is from the factor Growth & Opportunity (0.089).
- For the 127 respondents with employment experience less than 5 Years, the impact of seven factors of Employer Branding on Employee Productivity is 0.526 with highest contributing factor Organizational Culture (0.306) and with least contributing factor Compensation & Benefits (0.058).
- For the 127 respondents with employment experience less than 5 Years, the impact of seven factors of Employer Branding on Organisational Attractiveness is 0.506 with highest contributing factor Innovation & Practices (0.297) and with least contributing factor Growth Opportunity (0.033).

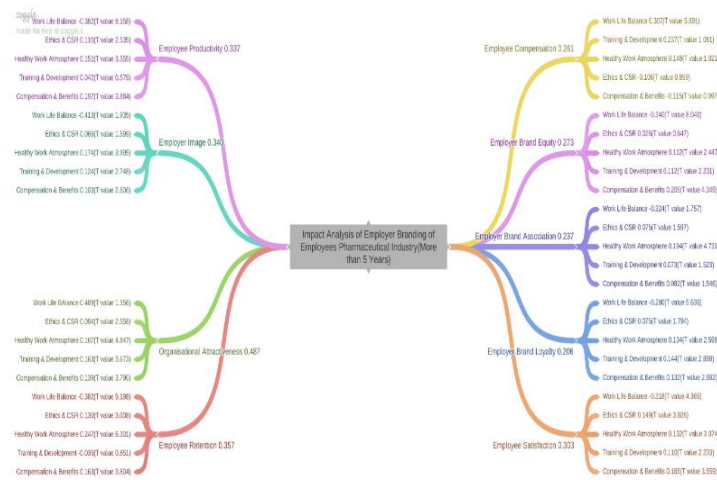
- For the 127 respondents with employment experience less than 5 Years, the impact of factors of Employer Branding on Employer Brand Association is 0.476. The highest contributing factor is Organizational Culture (0.361) and least contributing factor is Organizational Developmental Policy (-0.081).
- For the 127 respondents with employment experience less than 5 Years, the impact of factors affecting Employer Branding on Employer Brand Loyalty is 0.464, with highest contributing factor Innovation & Practices (0.296) and least contribution is from Organizational Belongingness (0.058).
- For the 127 respondents with employment experience less than 5 Years, the impact of seven factors of Employer Branding on Employer Image is 0.442. The highest contribution is from Innovation & Practices (0.252) and least contribution is from Growth & Opportunity (0.017) and Organizational Belongingness (0.017).
- For the 127 respondents with employment experience less than 5 Years, the impact of these seven Employer Branding Factors on Employer Brand Equity is 0.348, with highest contribution of Organizational Culture (0.248) and the least contribution is from Organizational Belongingness (0.041).
- For the 127 respondents with employment experience less than 5 Years, the impact of seven factors of Employer Branding on Employee Commitment is 0.235. The highest contribution is from Organizational Culture (-0.209) and least contribution is from the factor Compensation & Benefits (0.022).
- Below mentioned image is the summary Impact Analysis of Employer Branding of Employees with less than 5 Years of Experience



7.2 Results from Primary Survey (Employment Experience More Than 5 Years)

- For the 441 respondents with employment experience more than 5 Years, the perception of employees towards Employer Branding is satisfactory in nature as, the uppermost satisfaction is towards Healthy Work Atmosphere with Average Mean 1.80 and least satisfaction is towards Work Life Balance with Average Mean 2.83.
- For the 441 respondents with employment experience more than 5 Years, the employees are most satisfied with the autonomy provided by the organizations to take decision with the mean 1.73. Whereas, the least satisfaction is towards Work From Home Facility followed by employer with the mean 3.40.
- For the respondents with employment experience more than 5 Years (441 employees), the impact of five factors of Employer Branding on Organizational Attractiveness is 0.487. The highest contribution is from Work Life Balance (0.489). The least contribution is from Ethics & Corporate Social Responsibility (0.094).
- For the respondents with employment experience more than 5 Years (441 employees), the impact of five factors of Employer Branding on Employee Productivity is 0.373. The highest contribution is from Work Life Balance (-0.382). The least contribution is from Training & Development (0.042).
- For the respondents with employment experience more than 5 Years (441 employees), the impact of five factors of Employer Branding on Employee Retention is 0.357, with highest contribution from Work Life Balance (0.382) and least contribution from Training & Development (-0.106).
- For the respondents with employment experience more than 5 Years (441 employees), the impact of five factors of Employer Branding on Employer Image is 0.340, with highest contribution from Work Life Balance (-0.413) and least contribution from Ethics & Corporate Social Responsibility (0.066).
- For the respondents with employment experience more than 5 Years (441 employees), the impact of five factors of Employer Branding on Employee Satisfaction is 0.303. The highest contribution is from Work Life Balance (-0.318). The least contribution is from Training & Development (0.110).
- For the respondents with employment experience more than 5 Years (441 employees), the impact of five factors of Employer Branding on Employer Brand Equity is 0.273. The highest contribution is from Work Life Balance (-0.340). The least contribution is from Ethics & Corporate Social Responsibility (0.028).

- For the respondents with employment experience more than 5 Years (441 employees), the impact of five factors of Employer Branding on Employer Brand Association is 0.273, with highest contribution from Work Life Balance (-0.324) and least contribution from Training & Development (0.073).
- For the respondents with employment experience more than 5 Years (441 employees), the impact of five factors of Employer Branding on Employee Commitment is 0.261, with highest contribution from Work Life Balance (0.307) and least contribution from Ethics & Corporate Social Responsibility (-0.106).
- For the respondents with employment experience more than 5 Years (441 employees), the impact of five factors of Employer Branding on Employer Brand Loyalty is 0.206. The highest contribution is from Work Life Balance (-0.280). The least contribution is from Ethics & Corporate Social Responsibility (0.075).
- Below mentioned image is the summary Impact Analysis of Employer Branding of Employees with less more 5 Years of Experience



8. Conclusion

The work carried out in this research is based on a survey of employee’ opinions about Employer Branding and its impact on employees of Pharmaceutical Industry in the state of Gujarat. Several inferences have been derived from the research which have their implication at organizational level. Some of the significant inferences are outlined below:

- The perception of employees about the Employer Branding practices adapted by the organizations is quite positive and it creates better organizational image in the mindset of employees.
- For the employees with employment experience less than 5 Years, the major impact of such Employer Branding practices is on Employee Satisfaction followed by Employee Retention and Employee Productivity.
- For the employees with employment experience more than 5 Years, the major impact of such Employer Branding practices is on Organizational Attractiveness followed by Employee Productivity and Employee Retention.
- Employees with employment experience less than 5 Years, have highly satisfied with the factors: Growth Opportunities, Employee Compensation with the concept Employer Branding. However, Opportunity to apply what is learnt is also highly satisfied variable provided by organizations.
- Employees with employment experience less than 5 Years, have highly satisfied with the factors: Healthy Work Atmosphere with the concept Employer Branding. However, Autonomy to take decisions is also highly satisfied variable provided by organizations.
- For the employees with employment experience less than 5 Years, the most contributing factor of Employer Branding on impact of Employer Branding is Organizational Culture.
- For the employees with employment experience more than 5 Years, the most contributing factor of Employer Branding on impact of Employer Branding is Work Life Balance.

9. Limitations & Future Scope of the Research

Every research has certain limitations. This research is not an exception. Certain limitations of this research are that the data collected through primary survey is subject to the biasness imposed by the respondents. The responses for the study have been solicited from the state of Gujarat only. The opinions of employees in the state may vary from those of the rest of India. The study mainly focuses on Employer Branding and its impact on employees only.

To meet the limitations of this study, in future the scope of the research can be expanded to other states of India; along with the Mid-Sized & Small- Sized Pharmaceutical Companies. The impact of Employer Bradding on Organizations is for the future scope of the exploration.

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