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HR Practices and Employee Branding

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Thesis abstract

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Human Resource (HR) practices are indispensable in corporate branding. However, there is a lack of research on HR and employee branding in the context of developing countries. Therefore, the study aims to investigate how HR functions in employee branding in Bangladesh. Following the constructivist paradigm, the research considers a qualitative research strategy and a case study research design. Therefore, one manager and two executives were interviewed using an open-ended questionnaire. The study thematized the collected data using Microsoft Office.

The findings show that HR practices in employee branding indicate employee engagement, training, team events inside and outside of the organizational image, talent recruitment, and leadership programs. Also, it includes a work culture with accountability, respect, and transparency. The HR challenge is miscommunication, which affects trust and branding. Moreover, efficient practices include email, intranet, staff meetings, short videos, internal campaigns, success stories, CSR, social media, hybrid work, different benefits, digital HR systems, well-being, and personalization. The study suggests that HR practices in employee branding are similar to the principles of Herzberg's theory.

The study suggests that a company's HR should consider proper, transparent, and trustworthy communication with employees regarding its mission and vision of branding. Furthermore, company HR must maintain the consistency of recruitment with the work culture.

¹ Keywords: HR practices, employee branding, employer branding

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1. INTRODUCTION

This chapter provides a background for the study, explaining HR practices, organizational culture, personnel branding, and engagement. It illustrates research gaps based on previous studies related to employee branding. Then the study's aims drive the research questions and objectives to fill these gaps. In the last section, the study describes the research scope and essential concepts, along with the study structure.

1.1 Background of the study

Employee branding is crucial in modern human resource (HR) management, especially in MNCs with rapidly expanding international business environments. The concept of employee branding can be determined as the way organizations establish themselves to attract and maintain employees, using the company's reputation, culture, and value proposition (Backhaus & Tikoo, 2004). Employee branding provides value beyond external recruitment benefits. It enhances organizational effectiveness through the internal compatibility of the employee with the organizational culture (Saks, 2006). Increased globalization has dramatically impacted the HRM practices of MNCs, putting pressure on organizations to create an integrated and productive workforce while facing the challenges of culture, legal system, and geographical location. Huselid (1995) identified that, considering this, human resource management practices that advance employee commitment, such as learning and development, performance appraisal, and employee reward systems, are specifically relevant.

Employee engagement itself, defined by the level of emotional and intellectual involvement of employees in the workplace and the organization, is highly connected to essential organizational outcomes such as increased rate of productivity, enhanced customer satisfaction, and reduced turnover rate (Macey & Schneider, 2008). Nevertheless, it is even more difficult for MNCs to maintain and achieve high levels of engagement due to their operational features and the human capital that they encompass (Arrindell, 2003). Corporate culture plays a significant role in managing experiences and promoting employee engagement in the workplace. Schein (1990) described that the patterns of assumptions, beliefs, and expectations of businesspeople regarding their culture involve members' behavioral aspects. In MNCs where operations can spread across different countries with conflicting cultures, the issue of sustaining a coherent corporate culture becomes complicated.

Nonetheless, organizations that align their cultural values with their HR practices stand to benefit from increased employee commitment and loyalty, thus increasing organizational performance (Becker et al., 2001). Nonetheless, research shows that employee branding is an overlooked engagement technique in MNCs. In today's globalized operations, different practices of branding and engagement result in confusion, a lack of cohesiveness, and even erode trust among employees (Arrindell, 2003). Also, the ever-changing environment, especially embraced by the sustainability, has further combined the challenges of HR management since organizational branding and engagement must now reflect the changing global culture (Backhaus & Tikoo, 2004). Solving these issues would necessitate recognition of how employee branding and engagement fit into the picture of HR and organizational culture in MNCs. With technological development continuing at a high pace and demands changing about the workforce, the significance of employee branding and engagement has remained even more important. Advanced technology is being developed for human resource management. For example, the incorporation of artificial intelligence and data analytics in recruitment and performance appraisal processes has changed the earlier conventional methods (Saks, 2006). Such breakthroughs allow MNCs to strengthen their HR approaches and stretch their understanding of how such applications can produce a holistic employee experience.

1.2 Research gaps and aim

Several studies explore the relationship between employee engagement and HR practices. Most previous studies center on analyzing single elements within the system of HR practices, such as selection or development, leaving aside their synergistic effects on employee branding and engagement. Moreover, most studies have been based on single-country settings, frequently the Western world. Therefore, their generalization of findings related to MNCs operating in culturally diverse environments cannot be emphasized (Arrindell, 2003). There is a critical research gap regarding how HR practices can be developed and deployed to manage the international workforce. Different cultural, economic, and regulatory environments influence MNCs. Therefore, a context-relevant approach to employee branding and engagement requirements is required. On the other hand, the need to study the influence of these facts on shaping employees' perceptions and experiences of organizational activities for organizations functioning in such environments has been established (Backhaus & Tikoo, 2004).

For instance, the focus on applying methods for qualifying and attracting employees in MNCs has been insufficient, even though employee branding is today known to be a valuable way to activate engagement and avoid the risk of employee turnover. Likewise, there is an absence of contextual analysis of how corporate culture influences. How HR practices produce organizational experiences for employees across borders (Schein, 1990). Modern employees have changing needs and expectations, so these differences should be identified. As highlighted in the sections above about expectations of the new generation of employees and given other realities of the working environment, such as remote working and work-life balance, MNCs have been forced to consider changes to their HR practices. Nevertheless, research on such adaptation for employee brand building and associate engagement is still scarce, especially among organizations with complex systems (Becker et al., 2001). This pointedly holds for studies relating to culturally different markets, where preexisting norms and beliefs might not apply to the Western markets (Arrindell, 2003). This study aims to investigate the knowledge gaps in earlier research. Such a study incorporated explorative modes and thus would provide an understanding of everyday experience among the employees and HR practitioners, and provide insights into the effects of organizational strategies on employee outcomes (Mathews, 2002). This association is most relevant as the topic of employee engagement has become more relevant in the global economy, as well as the determination of organizational success (Macey & Schneider, 2008).

1.3 Research aim, question, and objectives

Based on the earlier research aim, this study explores HR practices related to employee branding in multinational organizations. Primarily, it identifies specific actions MNCs take to recruit, retain, and motivate employees and the difficulties of managing talent in international business environments. Therefore, the research question is: How do human resources practice employee branding in a corporation? The general objective is to explore HR practices to develop employee branding. Hence, the specific objectives are illustrated below.

- To examine the HR practices in employee branding
- To understand the challenges of HR for employee branding
- To identify efficient HR practices for sound employee branding

The research operates with an underlying framework of Herzberg's Two-Factor Theory. Primary research was conducted through interviews to capture insights from employees and HR professionals. This combination explores the balances and checks between theory and practice concerning the Bangladeshi MNC context.

1.4 Scope of the study

The research analyzes employee branding and engagement by studying HR practices and organizational culture within multinational companies (MNCs). Organizations encounter difficulties in HR practices. Therefore, they try to implement company-wide plans. Therefore, the research seeks to provide valuable knowledge regarding employee branding and engagement enhancement (Becker et al., 2001; Saks, 2006). The research selects a company based in Bangladesh as a case organization. The choice of case organization matters because it directs practical knowledge about employee engagement practices in culturally diverse non-Western emerging markets. The research centers on a company from Bangladesh to fulfill a need in studies that commonly explore Western markets. The analytical findings obtained from this case research bring important insights that benefit organizations with related operational settings (Arrindell, 2003). Considering a qualitative research strategy, the researcher distributed open-ended questionnaires via Microsoft Forms.

The researcher interviews team leaders and employees at the case company. The research methodology employs this approach to obtain various perspectives about employee engagement alongside branding operations. The research examines critical HR practices through hiring selection, training development, performance management, and reward system administration. Organizational values and employee behavior alignment emerge from the company culture assessment, according to Caligiuri and Stroh, 1995. Employee engagement strategies with competitive edges require these factors to succeed, according to Backhaus and Tikoo, (2004) and Schein, (1990).

1.5 Key concepts

The research involves the following key concepts in Table 1.

Table 1. Key concepts.

Terms	Explanation
Employee Branding	Employee branding connects company brand identity to what employees demonstrate through their conduct and mindset (Backhaus & Tikoo, 2004). This branding approach enables employees to serve as brand representatives, maintaining market recognition and delivering competitive benefits. The research examines branding as a strategic human resource management instrument.
Employee Engagement	Employee engagement refers to employees' emotional and intellectual commitment to their organization and goals (Saks, 2006). Enhanced productivity meets creative accomplishments along with higher employee satisfaction. This study explores how Multiple National Corporations create engagement by implementing Human Resource practices and building corporate culture (Macey & Schneider, 2008).
Corporate Culture	Corporate culture emerges from shared values, norms, and practices, which define how organizations present themselves to their environments (Schein, 1990). The research investigates how strong organizational cultures create positive performance outcomes in multinational enterprises operating globally across cultural groups.

1.6 Structure of the study

The study comprises seven chapters. The first chapter introduces the overall rationale of the study, its aims, and significance. Chapter two explores the theory behind HR practices and employee branding. Chapter three presents the findings related to the research methodological framework within the subject of study. Chapter four focuses entirely on the case study company. The fifth chapter explains the key findings and outcomes, while Chapter Six looks at and discusses them. Finally, Chapter Seven starts with the study summary, followed by practical and theoretical contributions, possible avenues for practical implementation, and future research.

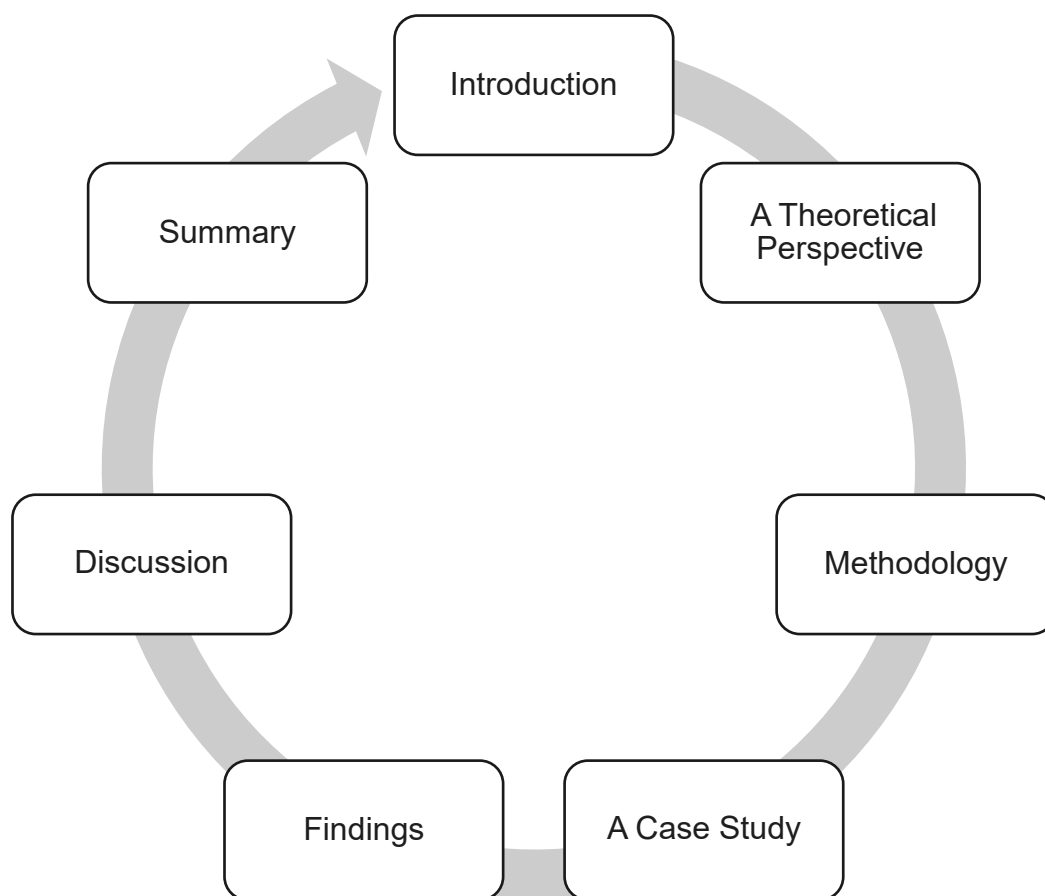


Figure 1. Structure of the study.

2 HR PRACTICES AND EMPLOYEE BRANDING: THEORETICAL VIEW-POINT

The importance of different HR practices in shaping employee perception continues in this chapter, starting with a discussion on Herzberg's Two-Factor Theory, which serves as a theoretical grounding for understanding employee motivation and all such things related to engagement. The discussion then examines how HR practices contribute to employee branding, emphasizing recruitment, training, and performance management. Following this, HR professionals' challenges in building and maintaining a strong employee brand are analyzed. Finally, the chapter discusses efficient HR strategies that enhance employee branding, ensuring long-term organizational success.

2.1 Herzberg's two-factor theory

The Two-Factor Theory of Frederick Herzberg is perceived as the most important in understanding job satisfaction and motivation at work. This theory defines the workplace factors into two parts: the motivators and hygiene factors (Herzberg, 1966). The motivators, such as intrinsic or internal factors, relate to job-related aspects that hold personal growth, recognition, achievement, and overall job satisfaction. Such factors are essential for creating a sense of purpose and movement in employees, enabling them to do their best in intense engagement with their jobs. In contrast, hygiene factors, or rather extrinsic factors, do not directly motivate them, but these can be said to be necessary ingredients to avoid the risk of dissatisfaction. These factors encompass salary, company policies, work conditions, and relationships with colleagues (Robbins & Judge, 2019).

While hygiene factors alone cannot lead to increased motivation, their absence or inadequacy can lead to significant employee dissatisfaction, adversely affecting overall morale and productivity. Applying Herzberg's theory to employee branding is particularly important, as it underlines the importance of creating a workplace environment that supports intrinsic motivation and minimizes dissatisfaction through effective management of hygiene factors. Organizations that successfully integrate these factors into their human resource (HR) strategies enhance employee satisfaction and engagement, strengthening their branding efforts (Latham, 2012). Employee branding can be understood as how companies cultivate their internal reputation to foster employee commitment and loyalty.

The motivational elements defined in Herzberg's theory deeply influence this branding process. Employees who experience career growth, recognition, and meaningful work are more likely to advocate for the organization's brand internally and externally (Edwards, 2009). Conversely, neglecting hygiene factors, such as inadequate compensation, poor work conditions, or unsupportive management practices, can lead to dissatisfaction. This, in turn, can influence employee morale and diminish the employer brand, ultimately leading to reduced engagement and higher turnover rates (Gagné Deci, 2005). Therefore, organizations need to realize that motivators and hygiene factors significantly impact employees' experiences and how they perceive employer brands. Applying Herzberg's framework in HR practices reinforces the fundamental principle that organizations must maintain a proper balance between motivators and hygiene factors to build a sound brand. HR should focus on creating a positive work environment, meaningful career development opportunities, and ensuring fair compensation policies that conform to employee expectations (Armstrong, 2023).

Table 2. Factors of Herzberg's Theory (Herzberg, 1966).

Factors	Key Factors	Impact on Employee Branding
Motivators (Intrinsic)	Recognition, Career Growth, Responsibility, Achievement, Meaningful Work	Enhances employee satisfaction and strengthens employer branding by creating engaged and loyal employees.
Hygiene Factors (Extrinsic)	Salary, Job Security, Work Con- ditions, Policies, Supervision	It prevents dissatisfaction but does not directly contribute to motivation or employ- er branding if it is not well-managed.

Organizations can effectively use these aspects to make the workplace attractive as perceived by employees, improving their recruitment and retention. The continuous improvement of HR strategies, thus, should rely on integrating employee feedback mechanisms to evaluate the satisfaction levels regularly. Organizations that actively engage the motivational and hygiene factors can foster an engaged workforce, which eventually leads to employees taking a firm stand on the organization's brand (Bailey et al., 2013). For MNCs, aligning HR practices with Herzberg's two-factor theory is a strategic means of enhancing global competitiveness while drawing on employee branding. Such an alignment would increase employee satisfaction and create further positive exposure for the organization as an employer.

2.2 HR practices in employee branding

Employee branding is the strategic integration of an organization's human resource practices within its overall brand identity for increased employee engagement and recruitment of top talent. This is one of the most essential concepts in the modern competitive business scenario, as it demands that the HR practices align with brand values for the completion of an organization's strategic goals. It is the most vital feature that helps in creating a solid internal employee brand: good HR practices, as they shape what their employees perceive, do, and feel about the entire organization (Becker et al., 2001). Employee branding is an activity that encourages the organization's brand from the employee's perspective, which ensures that the employees perceive the brand philosophy, culture, and mission. This assists employee engagement and productivity. Thus, according to Backhaus and Tikoo, (2004) employee branding integrates the employer's brand with the employee experience, thus turning employees into brand ambassadors.

The hiring and selection process is the organization's primary line of contact with potential employees. A well-articulated recruitment strategy that reflects the employer's brand should attract candidates. Wright et al. (2001) stated that organizations convey their brand values well during recruitment. It significantly increases the number of individuals who share those values, assuming they are credible, claimed, and well-compatible. Further, using technology and social media to place the company's brand identity and values in the display window gave potential candidates a little insight into the corporate culture. This builds up the employer brand and presents higher-quality hires who feel connected and committed to the organization.

The process involves the initial socialization of employees into the working world and the employer brand. Excellent programs inform about the company's mission, values, and culture (Saks, 2006). Research states that positive experiences directly impact employee engagement and retention rates. To enhance employee branding, organizations can utilize storytelling techniques to communicate their brand values and culture effectively. By sharing success stories and employee testimonials, new hires can better understand how their roles contribute to the organization's goals. This approach reinforces the employer brand and motivates employees to embrace their roles as brand ambassadors. Continuous training and development are essential to effective HR practices, contributing to employee branding.

Organizations that invest in employee training show a great deal of commitment to the enhancement and success of their employees, which provides satisfaction in employer branding. As noted by Macey and Schneider (2008), training and development initiatives enhance employee skills, confidence, and job satisfaction, which, in turn, fosters a positive organizational culture. Training programs that align with the values and brand identity of the organization can create a skilled workforce that feels personally connected with the brand. For example, in leadership development programs, emphasis can be laid on the importance of brand values in decision making so that employees are empowered to put these values into practice in their daily work. This alignment strengthens the employee brand and enhances overall organizational performance.

The performance management practices play an essential role in the employer brand by aligning employee performance with strategic organizational goals. Performance evaluation methods that are transparent and fair encourage employees to understand how individual contributions impact total organizational success. According to Huselid (1995), organizations with an effective performance management system are more likely to have highly involved and retained employees. Performance management in employee branding must focus on employee achievements and behaviors aligned with the organization's brand values. When organizations recognize and reward employees who embody these values, the importance of the employer brand is subsequently reinforced in employees' minds.

Employee engagement facilitates employee branding because engaged employees promote and support the organization. HR practices that encourage employee engagement include regular feedback mechanisms, employee recognition programs, and opportunities for engagement in decision-making processes. Bailey et al. (2013) emphasize how engaged employees are more productive, innovative, and committed to their organizations. One way to build employee engagement in organizations is through programs that incorporate the culture of their brands, such as community involvement, wellness, and diversity. These programs are then marketed to the appropriate audience to create a work environment that is positively sustainable for employees while continually strengthening the employer brand. Effective internal communication ensures employees understand the organization. They know their values, mission, and aspirations. Internal communication practices of HR must be geared towards opening communication channels that facilitate two-way dialogue between management and employees.

Effective communication according to Edwards, (2009) can enhance employee trust and engagement as they become part of the organizational mission. Organizations can create an employee branding atmosphere using communication platforms like newsletters, intranets, social media, routing updates, success stories, and initiatives aligned with the employer's brand. Communication is open on both sides, which helps the organization to allow employees to act as brand ambassadors and contribute to brand success. Aligning employee branding with HR practices is crucial to nurturing a positive organizational culture and performance in general. Empirical evidence states that organizations implementing strong employee branding initiatives often find increased employee engagement, job satisfaction, and retention levels (Huselid, 1995). In addition, good HR practices enhance the employer image of the organization, making it more attractive for potential candidates in a highly competitive labor market. Lastly, HR practice with employee branding synchronizes organizational values with employee experiences. These HR practices should focus on recruitment, onboarding, training, performance management, engagement initiatives, and internal communication to build an employee brand and enhance engagement, loyalty, and success. The emphasis on employee branding through good HR practices develops a branded corporate culture.

2.3 HR challenges in employee branding

While employee branding is mounting significantly in human resource management, it concentrates upon creating, attracting, and retaining the positive image of an organization in its function as an employer. Employees then find themselves as ambassadors for the brand (Bailey et al., 2013). Contrary to such advantages, numerous challenges in HR departments from implementing to sustaining effective employee branding strategies. For effective employee branding, there must be a genuine connection between what the firm claims to be and the employees' day-to-day experience. If employees experience a disconnect between their day-to-day experience of the brand and what the brand promises, disappointment and distrust can surface among employees. For instance, if a company calls itself innovative but does not provide the employees with any opportunities for creativity, the employees feel dissatisfied. Such inconsistencies can adversely affect the company's credibility and diminish the achievement of branding efforts (Edwards, 2009). Hence, HR must ensure that individuals are recruited, inducted, and developed by the organization's core values. In other words, HR professionals need to know and understand the company's brand identity and strive to integrate that into every aspect of employee experiences.

Expectation management for employees is yet another huge challenge. In this job market, candidates tend to have high expectations regarding culture, growth opportunities, and work-life balance. If the experience does not meet these expectations, employees can leave quickly, and their engagement can drop (Becker et al., 2001). HR needs to be clear about what potential employees can expect. This involves accurately sharing the company culture and values during the hiring process and maintaining this communication throughout the employees' journey. Regular check-ins and open discussions can ensure that expectations match reality. HR thus creates a good work environment for its workers and increases employee satisfaction by taking quick action. Cultural diversity adds another layer of complexity to employee branding efforts.

Many organizations employ people from various cultural backgrounds, which can enrich the workplace and create also challenges in building a unified employer brand. The interpretation of branding and engagement varies with culture. For instance, a company can advocate teamwork as its core value, but employees from cultures emphasizing individual achievement can consider collaboration differently. HR must be aware of all these cultural variances when building a strong employer brand (Becker et al., 2001). Some training programs convey this understanding and admiration. Companies strive to create an inclusive environment that is attractive to all employees by recognizing and celebrating cultural diversity. Determining the efficacy of employee branding initiatives is yet another puzzle. Even while good employee branding leads to results such as boosting engagement and decreased turnover rates, these benefits are difficult to quantify.

Finally, an HR metric must be developed whose kind and purpose is to reflect the employee branding's impact on both the general performance and satisfaction of employees (Macey & Schneider, 2008). Most methods include tracking engagement scores and turnover rates. However, these figures can tell only a few things about branding effectiveness. The HR department can also conduct surveys and interviews to better understand employees' perceptions of the brand and their experiences. These can help quantify and qualify how successful branding has been and what aspects need to be improved. However, like everything communicated, excellent internal communication within the organization is crucial for effective employee branding. Misunderstandings about brand values and expectations could occur due to poor or a lack of communication (Huselid, 1995). Hence, organizations must establish clear, consistent channels that update employees on the brand's values.

Furthermore, HR should ensure that every employee understands their role in promoting the employer brand and how their contributions influence the company's overall performance. Regular updates, newsletters, and meetings can help in this process. Open dialogue is encouraged in the workplace to develop that team culture wherein employees feel valued and engaged. Organizations must compete for talent, even in today's difficult labor market. The starting point is to ensure that one is attractive to employees. Employee branding uniquely identifies the organization, which makes it different. However, it is not easy to understand what is unique about the organization. HR must research candidates' words and how competitors present themselves in the market. If that requires analyzing industry trends, one also needs an understanding of the preferences of the targeted talent. Employees' testimonials and success stories can showcase the company's heart to make it unique (Bailey et al., 2013).

Company does not do employee engagement; they engage in it as a process of continuous communication, acknowledgment, and development opportunities (Bailey et al., 2013). Implemented programs allow employees to share their ideas and give feedback, making them feel heard and valued. Over the years, professional development opportunities and career advancement have made employees more loyal and committed to the company. Changing business environments also affect employee branding such as economic changes and technological changes. For example, remote work has changed traditional workplace dynamics, and organizations have had to modify their company branding. HR must then keep alongside of the trends and change branding initiatives accordingly (Macey & Schneider, 2008).

This could mean highlighting work-life balance, flexibility, and employee well-being. By aligning with employee needs, HR can sustain its employer brand when external challenges arise. Therefore, employee branding becomes an essential strategy for attracting and retaining talent while creating engagement and improving organizational performance. However, HR faces several challenges in developing a successful branding program. These include aligning HR practices with brand values, managing employee expectations, addressing cultural diversity, measuring branding impact, ensuring effective communication, competing for talent, maintaining long-term engagement, and adapting to a changing business landscape. HR can actively overcome the hurdles to build a strong employee brand that protects the organizational image and contributes to its long-term success.

2.4 Efficiency of HR practices in sound employee branding

Effective HR practices are important for healthy employee brands. When employees feel appreciated and engaged in their work, they work towards being good ambassadors for the organization in the outside world. This gains employee retention, enhances productivity, and builds the brand's overall reputation. Therefore, organizations must have a practical HR function that interfaces with employee branding by having practices that encourage, develop, and retain talent following the company's orientation and its values and goals. Recruitment and selection are core HR practices. To develop a strong employee brand, organizations must recruit people with the required skills and match the organization's culture and values. An adequately defined recruitment process assists in recognizing candidates who fit the organization's principles.

In a behavioral interview, an assessment determines whether candidates fit the organization's culture concerning technical requirements and share their vision and mission. Backhaus and Tikoo (2004) state that a recruitment strategy focusing on employer branding enhances applicant quality and their suitability for hire. In addition to using social media strategies, organizations can broadcast their employer branding message on professional networks to attract employees who resonate with their organizational culture. Moreover, effective onboarding is another critical HR practice for enhancing employee branding. A comprehensive onboarding program helps new hires to adapt to the organizational culture. Employees who experience a positive onboarding process are more likely to engage in their roles and remain committed to the organization. Research indicates that structured onboarding programs can increase job satisfaction, improve performance, and lower turnover rates (Saks, 2006).

Organizations should ensure that onboarding is supported by orientation sessions, mentorship programs, and informal weekly check-ins whenever possible during the first few weeks of employment. For example, assigning a mentor can provide new employees with guidance and support, helping them navigate their new environment more effectively. Training and development opportunities are also vital in creating a sound employee brand. Employees want to grow and advance in their careers, and organizations that invest in their professional development are committed to employee success. Continuous learning opportunities enhance employees' skills and loyalty to the organization.

Studies show that companies offering robust training programs see higher levels of employee engagement and lower turnover rates (Macey & Schneider, 2008). An organization might offer various training options based on learning styles, such as workshops, online courses, and cross-training. Training and certification, or attending industry conferences, can enhance employees' professional growth. An employee branding program cannot take effect unless performance management is regarded similarly. Employees engaged with a transparent and fair performance management system are more likely to understand how their input connects to the organization's goals. Feedback sessions with employees and performance evaluation sessions inform employees about their strengths and weaknesses. It has been suggested that organizations with effective performance management systems have engaged employees who feel their value and contributions are recognized (Huselid, 1995).

A culture of continuous feedback, which allows employees to be given frequent input and recognition, can enhance employee engagement and loyalty. Essentially, managers should focus their input on the growth and development of their employees instead of assessing their performance. Employee recognition programs are vital in maintaining a positive work culture and enhancing employee branding. Workers who are appreciated for their efforts on the job gain a feeling of belonging and pride in their organization. Recognition can be expressed in verbal acknowledgment, awards, and monetary incentives. Structured recognition programs make it a priority for employees to celebrate one another's successes, which leads to a positive team spirit and a culture of collaboration (Bailey et al., 2013). Organizations should explore peer-to-peer recognition programs where employees thank each other for their contributions, creating a culture of courtesy and support.

Communication stands at the heart of efficient HR functioning. Open and transparent communication builds trust and even encourages employees to examine their ideas and concerns about the operations within the organization. Companies can hold regular meetings, newsletters, or internal social media platforms to facilitate this communication; such information helps employees to know and feel involved in decision-making processes that eventually lead to ownership and pride in their work (Armstrong, 2023). Organizations must also encourage a two-way communication system, where employees can provide feedback on their thoughts. This can improve HR practice and improve employee satisfaction. Setting up an open-door policy facilitates the establishment of transparency and management approachability. Besides, establishing a solid employee brand should be a positive organizational culture.

Culture exemplifies the values, beliefs, and behavior patterns that the organization can be characterized. Hence, there should be comparison in the HR practices with the culture and promotion of that culture, which encourages employee well-being, inclusion, and collaboration. An organization that values diversity and inclusion makes employees feel like they belong and fosters a more substantial commitment to the organization (Edwards, 2009). Such encouragement includes cultural diversity training programs, employee resource groups, and, more importantly, cooperative work among different teams. Moreover, personal lifestyle and family requirements precede everything when attracting and retaining talent. Employees increasingly seek out organizations that care for their well-being and foster a conducive work-life balance. HR practices should provide flexible work arrangements, including the option to work remotely and flexible hours to meet a variety of employee needs (Gagné & Deci, 2005). Studies have shown that organizations promoting work-life balance have more highly engaged employees who feel supported in navigating their personal and professional lives.

Moreover, the company could facilitate the implementation of wellness programs, encouraging workers to take care of themselves physically and mentally through fitness classes, mental health days, or employee assistance programs. This was a significant technology-based contribution towards developing the strategy of employee branding. The organization can boast about its HR software as the one-stop solution, bringing recruitment, onboarding, or performance management. Besides that, technology enhances communication and collaboration between employees; when employees can connect and engage harmoniously, the collaborative environment is undoubtedly enhanced using tools like Slack or Microsoft Teams. Then, data analytics can be employed to analyze employee engagement and spot improvement areas; these further bolster employee branding with data-driven decisions.

Finally, the effectiveness of HR practices must be assessed on a pendulum axis, as it could be improved. Organizations had to do this regularly, such as employee or opinion surveys using focus groups or performance measurement. Recruitment, hiring, training, performance management, recognition, employee communication, review, feedback, organizational culture, work-life balance, technology integration, and ongoing improvements should be practiced intensively. In that case, one can likely create an inviting working environment that attracts employees and retains top talent.

3. RESEARCH METHODOLOGY

This chapter explains the methodology. It outlines research philosophy, approach, strategies, research design, and sampling strategy. Data collection and analysis methods are discussed, along with validity, reliability, and ethical standards in the research process.

3.1 Philosophy, inductive approach, and qualitative research strategy

The research philosophy considered for this study is constructivism. Indeed, constructivism holds that knowledge must be understood, conceived, and created from human experience. It enables the study to investigate how employees perceive HR practices about MNCs' brand image and organizational culture, considering employee branding. The study represents the constructivist paradigm, using a qualitative research strategy to collect insights and conducting in-depth interviews or focus groups to acquire employees' experiences in MNCs. Since MNCs operate across diverse cultural settings, it is critical for successful employee branding to understand how employees in different cultures see and interact with the global brand image of an MNC (Backhaus & Tikoo, 2004). Further, constructivism encourages the researcher to investigate further realities that employees have constructed to unearth how such global HR initiatives have been localized. Such an approach is paramount in bringing out the dynamic relationship that exists between HR practices and employee engagement in MNCs, thereby ensuring that the research results represent the complexity and reality of the experiences of employees in a multinational setting (Macey & Schneider, 2008).

Research approach refers to a methodology used for data collection and data analysis that is fundamental for the study (Bryman, 2016). Under such circumstances, most research is categorized under one of two primary approaches: the deductive approach, which relates to quantitative research, and the inductive approach, which is associated with qualitative research. The deductive approach puts forward existing theories or hypotheses and systematically tests them through data collection and analysis, providing a valuable orientation for hypothesis-driven studies. Conversely, the inductive approach is about building theories from observations and collected data (Creswell, 2017). The study's objectives determine the research approach selection, the research problem's nature, and the necessary information. It would examine how HR practices in MNCs affect employee branding and how HR practices create perceptions of the corporate brand among its employees.

Since the study is exploratory, an inductive approach has been chosen. Indeed, employee branding is highly subjective and can be affected by organizational culture, leadership, and HR policies, so qualitative inquiry is a means to study employees' feelings and experiences on a deeper level. With an inductive approach, the researcher can start identifying emerging themes and patterns in employee branding and explore insights from data that would naturally evolve rather than being held back by prior theories. As the study intends to generate insights instead of testing a hypothesis, a deductive approach is not adopted. Research strategies consist of the selection of methods to collect and analyze data. Here, qualitative, quantitative, and mixed strategies are three frequently used research categories, which differ based on the objectives.

Exploring complex social phenomena would best benefit from a qualitative research strategy, using non-numerical data sources such as interviews, focus groups, and case studies. Contrary to quantitative research, which relies mainly on statistical tests, qualitative research enables a deeper exploration of respondents' emotions, perceptions, and experiences. This exploration is essential in the case of employee branding, as it encapsulates the rationale and sentiments that control the employees' relationship with the organization. An advantage of this approach is that it focuses attention on the details of which human resource practices affect employee branding within MNCs. It provides a very flexible and adaptable framework for investigating how HR strategy shapes corporate culture and human inclinations toward the organization's brand (Flick, 2022).

A collection of open-ended interviews and a thematic analysis is combined to gather employees' perceptions and gain a more thorough understanding of the context. One of the innate qualities of qualitative research is that it can generate thick contextual insights through discussion with the participation of the individuals concerned. Unlike quantitative research, qualitative research shows how the employees perceive HR policies in their own words. Qualitative research, however, enables one to study the environmental factors, like organizational culture and leadership, that affect employees' engagement in branding activities (Robert K. Yin, 2020). However, qualitative research also has limitations. Interpreting data can be subjective and introduce biases. A qualitative strategy is more interpretative and context dependent. Findings could not necessarily account for generalizability across MNCs or industries.

3.2 A case study research design and purposive sampling

Research design is the strategic blueprint of the research process itself. It outlines the methods adopted for data collection and analysis. When constructing a research design, it concerns itself with a straight-line approach that guarantees its conformity to research aims while being familiar with the issues of validity, reliability, and feasibility throughout the research (Saunders et al., 2019). Also, the type of research question being asked is paramount in considering the research design and choosing the appropriate methods of gathering and analyzing data. The correctness of observations and comments made during the study would lead to the discovery of research findings. The research study used a case study research design under an inductive approach to analyze the relationship between employee branding and HR practices in multinational corporations (MNCs). In a sense, the case study research design gives a somewhat detailed exploration of one organizational setting. It is instrumental in business research since it allows the researcher to observe real-life practices in a defined corporate context (Eriksson & Kovalainen, 2008).

The sampling strategy adopted in the research is purposive sampling (Macey & Schneider, 2008). This study focuses on HR managers, employer branding specialists, and those who have experienced branding initiatives directly in a multinational organization. In selecting relevant and knowledgeable participants, the research ensures that the study collects meaningful insights to understand employee branding better. The research data collection would involve open-ended interviews and survey questionnaires to study the participants' perspectives. Digital tools like Microsoft Forms were employed to conduct surveys for efficiency and structured data collection with confidentiality and accessibility for respondents. The open-ended interviews assist with flexibility in responses, allowing the researchers to probe more profoundly into specific ideas, such as employer image, recruitment strategies, and HR practices. A case study design with purposive sampling allows for a much richer contextual exploration of employee branding and HR practices.

3.3 Data collection and analysis techniques

Data collection can be defined as the finding of sufficiently relevant and trustworthy data to answer questions. It is an imperative factor in obtaining authenticity and validity. Data collection techniques are classified into two broad types primarily used in research; these are primary and secondary data collection.

Secondary data already existed, obtained from published reports or datasets, while primary data was obtained directly from the source, primarily through surveys, interviews, or observations. Primary data collection usually takes much time and resources, but gives focused and specific information directly related to the research problem (Saunders et al., 2019). This study investigates employee branding and HR practices in MNCs. It intends to examine how HR policies and organizational culture play a role in employee engagement at the global level. Qualitative research tends to be more about understanding the meaning and experiences of individual people and is more suitable for exploring those things that cannot be quantified, such as how employees perceive their organizations (Nowell et al., 2017). Rigid qualitative analysis should only provide worthy and valuable results. For any trustworthiness to be claimed, qualitative researchers need to provide a well-documented reveal of their data analysis processes, such as recording, systemizing, and disclosing the method of analysis with sufficient detail to enable the reader to derive an opinion on the credibility of the process.

Numerous textbooks set forth examples of conducting qualitative research, but there are few advanced tools practitioners can use to perform a rigorous and relevant thematic analysis. Moreover, thematic analysis is illustrated by interpreting and representing textual data. This study considers purposeful quality in the thematic analysis (Nowell et al., 2017). At this point, it is imperative to recognize that thematic analysis has limitations. One of these limitations is the researcher's bias during the coding process, which essentially affects the recognition and assessment of themes (Backhaus & Tikoo, 2004). This study's data collection and analysis methods were developed to gain a general but significant understanding of employee branding and HR practices with MNCs.

3.4 Validity and reliability

Assessments of validity and reliability are necessary for any research. Measurement reliability is the concept of obtaining the same results consistently under the same conditions over whatever time could be involved. Reliability in qualitative research does not imply reliability like in quantitative studies but refers to consistency in data collection and interpretation processes. For instance, techniques such as triangulation and member checks contribute to the trustworthiness and credibility of the findings regarding the actual views of the participants who provided these findings (Flick, 2022).

Validity, however, assures that the instrument measures accurately what it intends to measure. In qualitative research, validity refers to verifying that the findings correctly portray the real-world events being studied. It also states whether the research outcomes are consistent with the theoretical framework that informed the study, and whether the instruments measure the constructs intended, free from bias. Quantitative research typically tests validity through statistical methods. In qualitative research, the strategies for ensuring findings are credible and depict the realities of participants include triangulation, peer debriefing, and member checking (Creswell, 2017). The validity of findings is essential because they analyze the understanding of human experiences and social phenomena. Otherwise, bias from the researcher, participants, or audience might threaten the findings.

This study investigates employee branding and HR practices in multinational companies, considering the equal importance of validity and reliability in qualitative research. While the small sample size in this study poses a challenge, it makes each participant's response even more significant. A smaller sample allows qualitative researchers to explore the issue and individual perspectives deeply. Hence, the results could not be generalizable (Robertn, 2020). Bias originating from one's views or prejudices can disturb the validity and reliability of the research. Here are some efforts that the study takes to avoid this. First, research tools such as open-ended interview questions are neutrally and unbiasedly designed. Respondents can answer freely without being affected by the researcher's opinion. Consequently, member checking is conducted with participants who review the findings to ensure an accurate interpretation is drawn from their responses.

Triangulation would mean gathering information from different sources to cross-verify the findings. Indeed, this adds credibility to the study, such that results are from varied pieces of evidence and not dependent on a single method-based or data source (Flick, 2022). The current study integrates the two data collection forms, interviews and document analysis, providing a holistic view of the case company's HR practices and employee branding strategies. Nevertheless, it recognizes the limitations of the small sample size and case specificity. Case studies have lower external validity or generalizability, meaning the conclusions cannot apply to other organizations or industries. The insights, on the other hand, provide rich contextual evidence and can further serve as lessons for different multinational corporations facing similar challenges in the same sector.

3.5 Research ethics

Ethics during qualitative research becomes critical for respondents' rights, dignity, and welfare. Ethical aspects of the study essentially face issues like confidentiality of respondents, informed consent, and minimizing biases that can affect the genuineness of the findings. Since this research has examined aspects of employee branding and HR practices in MNCs, it has been necessary to uphold the status of the study by maintaining ethical integrity. The participants were assured that all responses would be anonymous and that the final report would not include identifiers. It was stated that their participation was entirely voluntary and that they could withdraw at any point in time without any consequences (Bryman, 2016). Topics such as human resource policies, employee experience, and internal branding strategies could be considered confidential or proprietary by the company, and employees might therefore feel generally unenthusiastic to give their honest views on their workplace experience. The present research made data collection transparent, setting things straight about the purpose of the research, the way the data would be utilized, and how the outcomes would be presented.

The study secured written consent from the case company and individual participants to further guarantee ethical research before commencing interviews and qualitative data collection. Informed consent documents included the study's objectives, data collection methods, expected duration, and potential risks or benefits. In addition, the research followed data protection rules to safeguard sensitive corporate information. All gathered data were securely stored, and access was restricted to authorized personnel only. Identifying specific individuals or departments within the organization could not be disclosed (Eriksson & Kovalainen, 2008). Ethical standards were rigorously observed in all the study steps to ensure research integrity. Confidentiality, informed consent, and data security were prioritized to protect the participants' rights and corporate interests.

4 A CASE STUDY COMPANY

JK Company is a global company, not restricted to the energy sector, but is primarily well-known for its presence in Bangladesh. This company has built itself as the number one place in the energy industry, providing energy solutions to ensure energy security and economic development. JK Company is essential in meeting the increasing energy demand for industries and households, with efficiency, innovation, and sustainability as part of the company's core mission and vision.

4.1 Description of the JK Company

JK Company is one of the leading multinational companies in Bangladesh's energy sector, facilitating power and infrastructure development. The company was founded during the early 2000s and has contributed significantly towards meeting the country's growing energy needs. Although it is historically cited as a major contributor to the economic growth of this nation, JK Company has expanded the scope of its power supply industry. It has increased the capacity for power generation by applying newly advanced technologies that improve efficiency and sustainability. As a statement of their innovation and reliability, the company has secured the leading position in the energy industry in Bangladesh. This company ensures power to both urban and rural areas. Most of these plants are natural gas combined with heavy fuel oil (HFO) powered plants. JK Company has been going much further into renewable energy generation in terms of sustainable and environmentally friendly energy in recent years. Energy produced by the company is connected to a national grid that feeds industries, businesses, and homes with stable power.

The JK organization has a structure that ensures efficiency in operations and project execution. The organization has been segmented into several key divisions, each with a significant business area. The capital generation division maintains operational efficiency among existing plants and works on capacity enhancement. The engineering and construction division is responsible for the development and commissioning of new power plants as well as other infrastructure projects. Furthermore, research and innovation professionals also work on applying modern energy solutions and optimizing power generation processes. Besides doing business, JK Company also engages in various corporate social responsibilities.

Those programs include providing better education, empowerment of healthcare facilities, and community development, covering the way toward the surrounding community of a power plant. This would include an initiative with local partners to grant scholarships, vocational training, and healthcare services to disadvantaged communities. Another area the company pays attention to is energy awareness campaigns, which would educate the public on energy conservation, indirectly helping them adopt renewable energy. JK Company has an organizational structure that takes care of work efficiency and project execution. The organization has been segmented into several key divisions, each with a critical business domain. The capital generation branch maintains operational efficiency among existing plants and works on capacity enhancement. The engineering and construction division develops and commissions new power plants and infrastructure projects. Furthermore, research and innovation professionals also work on applying modern energy solutions and optimizing power generation processes. JK Company has its business and a little corporate social responsibility (CSR). Such programs include better education, better healthcare facilities, and community development for the surrounding community of a power plant. This would include an initiative with local partners to grant scholarships, vocational training, and healthcare services. The company also pays attention to energy awareness, which is mainly achieved through educating the public on energy management, indirectly helping them adopt renewable energy.

JK Company has built strong relationships with government agencies, regulatory bodies, and private sector partners to achieve smooth operations that comply with industry standards. The company's policy is always to realize its energy generation goals in line with Bangladesh's long-term energy strategy, and it works closely with all concerned energy sector authorities. Besides, JK Company participates in public-private partnerships with other energy producers to ensure grid stability and electricity distribution throughout the country. JK Company plans further diversification into renewable energy and energy efficiency projects to increase its renewable energy portfolio and invest in solar farms and wind power projects, thereby reducing dependency on fossil fuels. Furthermore, it is looking into energy storage to strengthen grid reliability and further integration of renewable energy. These interventions align with Bangladesh's national vision of a more sustainable and resilient energy future. Financially, the company has grown strong, with increasing revenue streams and profitable operations, which have been consistent over the years.

JK Company has remained financially sound and relatively stable when the economic conditions were challenging due to various factors, like a balanced portfolio of power generation assets. The company also remains credited with adapting to market changes and implementing cost-effective energy solutions. JK Company's vision pursues long-term leadership in the energy transition, focusing on sustainable growth and technological innovation. Bangladesh's rapid industrialization and urbanization characterize JK's commitment to delivering reliable and affordable electricity to meet rising demand. With strong foundations, strategic planning, and a commitment to excellence, JK Company is widely supported in leading the future of energy for Bangladesh and beyond.

4.2 Products and services

With its wide range of products and services, JK Company also emphasizes the energy production and infrastructure development sector as solutions to Bangladesh's increased energy requirements. The Company is in high engagement, generating and distributing electricity to build an uninterrupted and sustainable power supply network for industries, businesses, and households throughout the country. Electric power generation within JK Company covers both conventional and renewable energy sources. Thermal power plants, which consume natural gas and heavy fuel oil, operate to generate electricity by highly efficient means. These plants have been supplied with modern technologies to minimize emissions and improve performance. Like the global trend supporting sustainability, JK Company has also moved into establishing renewable energy generation, including solar and wind energy projects that would diversify the power generation mix and add to cleaner energy futures. JK Company also supplies electricity to the national grid. This ensures uninterrupted power supply even to the urban and rural spaces of the country.

The company enhances the national power grid's stability and electricity supply to the least served areas. One of the central planks in JK Company's strategy is investment in renewable energy sources. With an intensifying focus on sustainability, the company has incorporated solar and wind power projects into its energy mix. These solar farms are set up in areas of optimum sunlight, while wind power projects are developed in areas with good wind. These renewable energy projects conform to Bangladesh's renewable energy target and help the company decrease its carbon footprint while providing consumers with cleaner energy.

JK Company is involved in the energy generation business. The company designs and develops power plants, transmission lines, and substations, which enhance the country's energy capacity. As far as the identified facilities are concerned, the engineering division of JK Company is responsible for their construction, upgrading, and maintenance to meet fundamental industry standards and to guarantee that they operate at ideal efficiency. This infrastructure development allows the company to ensure growing energy demands and improvements in grid reliability. JK Company offers energy-efficiency solutions for both business and residential energy consumers. The company provides energy audits and system optimization services to assist industries in reducing energy consumption and operating costs. By placing energy efficiency measures such as LED lighting, smart meters, and advanced control systems in place, JK Company assists clients in reducing their energy bills and carbon footprints.

Most of these solutions help conserve energy, eventually decreasing the demand for electricity. Therefore, it can earn some points for sustainability in the country. Apart from the above, JK Company greatly emphasizes customer satisfaction. Among the different customer support services offered are technical assistance related to power and bill queries. Energy generation and distribution system maintenance are also provided to ensure reliable operation. A team of skilled technicians performs routine inspections, repairs, and upgrades to minimize downtime while ensuring efficient service delivery.

4.3 Market positioning

JK Company has gathered recognition as one of Bangladesh's most active energy companies for energy solutions ranging from conventional to renewable. The market footing of this organization relies on three pillars: sustainability, technological innovation, and operational efficiency. Besides the heavy investment in renewable energy, energy efficiency solutions, and infrastructure development to realize a diversified energy portfolio, the company's strengths are the foundation for building a unique competitive advantage. The grounds on which JK Company rests are firmly founded on a diverse set of energy generation capabilities. Standing tall in the traditional energy pathways of natural gas and oil, the company has made considerable headway in renewable energy. With the investment potential in solar and wind power projects, the JK Company is steering Bangladesh into sustainable energy.

Through a diversified portfolio, the company intends to project itself as an environmentally active energy solution provider. JK Company has taken up the challenge of renewable energy to meet the country's energy requirements while keeping pace with global sustainability trends. The growing concern for clean energy solutions has made JK Company the preferred option for customers and companies considering environmental impact and sustainability. JK Company's significant trust is that its experience with major infrastructure projects strengthens its reputation as an energy provider. This expertise also qualifies the company for any future partnership or contract with the government in energy initiatives, giving the company an added presence in the marketplace. Energy efficiency is indeed another competitive strategy for JK Company. The company has a selection of energy-efficient appliances for domestic and industrial customers, consultancy services, audit services, and other energy-saving products. Through customized energy solutions, JK Company assists customers in cutting energy consumption while also reducing associated costs. Not only are environmentally concerned customers served by such investments, but the company also strengthens itself in the marketplace by offering value-added services.

The JK Company is responding to the growing demand for cheap and sustainable energy practices with its energy-efficient solutions. Providing energy-efficient options in a competitive market helps differentiate JK Company from the competition and makes it a customer-friendly option for those wishing to reduce their environmental footprint. With the increasing dependence on digital technologies, JK Company introduces modern technology into its service to improve its market standing. According to SCTA's laws and regulations, JK must provide the types of applications to the customers. The digital mobile applications for bill payments, energy usage tracking, and customer care services are thus affiliated with various digital platforms on which the company operates to provide an innovative convenience factor to the customers and enhance their entire energy experience. In addition, CSR is a valuable tool for JK Company to position itself in the market. Therefore, the company's promotion is based on operational sustainability related to renewable energy projects, waste minimization, and green practices. Well-naturalized consumers, looking for socially responsible corporations, would be interested in the company's sustainable operations. Besides protecting the environment, JK Company has undertaken cash-based community development projects, primarily energy access projects for remote areas of Bangladesh. This assurance of social responsibility builds trust and brand image.

5 EMPIRICAL FINDINGS AND RESULTS

This chapter consists of the research findings related to the research question based on HR practices and employee branding. It illustrates the study's results and then presents the responses related to the objectives.

5.1 Results of the study

This section evaluates qualitative research outcomes regarding the impact of managers' practices on employee branding and engagement in JK Company, a multi-national corporation (MNC) in Bangladesh's energy sector. Data was collected through open-ended interviews with three respondents, including two executives and one manager. During the interviews, the participants were asked open-ended questions about their experiences. The findings directly address the study's objectives: to examine managers' practices in employee branding, to understand the challenges faced in this process, and to identify efficient strategies that strengthen brand perception among executives.

The first participant (H1), a manager, offered insights from an operational perspective within the organization. The second participant (H2), an executive, provided a strategic viewpoint, reflecting on broader branding efforts. The third participant (H3), another executive, contributed a managerial lens, shedding light on how HR strategies are implemented and perceived. Ten questions were presented during each interview. The interview answers have been recorded and analyzed thematically to identify recurring patterns and exceptional nuances. The investigations have shown that employee branding at JK Company is complex. Executives and the manager have mentioned that structured practices such as induction, training, and recognition also help create a positive picture of the employer. However, these practices should also overcome the absence of consistency across teams and authenticity in branding. While cultural diversity had a very uncertain role, enriching creativity but complicating unified branding, the implications for branding grew even more influential. The findings indicate that managerial practices influence executive perception and promotion of the employer brand, which has clear implications for productivity and retention.

5.2 Answers on practices in employee branding

The study aimed to give insight into how managerial practices might influence employee branding at JK Company. Perspectives were gathered from different participants representing their roles and experiences within this energy sector MNC in Bangladesh. To achieve this, participants were first asked to talk about managers' activities that contribute to the image of JK Company. The manager responded.

Executive engagement is key. We organize team events, recognition programs, and training. These show that executives build a positive image from the inside out. (H1)

By promoting engagements such as team events and forms of recognition, the executive initiates a feeling of worth. At JK Company, these practices promote an employer brand that is seen as supportive and encourage executives to take pride in the organization's success in a highly competitive industry. The discussion transitioned toward, in fact, engaging the employment process as a manifestation of the JK Company values, which would be the crucial factor in embedding the brand in its early days. The first executive commented on that.

We focus on hiring people who bring talent and align with our work culture, which includes values like accountability, respect, and transparency. (H2)

Regarding recruitment, it is used as the single force that drives branding over and above technical competence and goes beyond cultural adaptiveness. For JK Company, the founding aspect of this practice is that new executives are expected to invest in values central to the company's identity, like accountability, which is meaningful to its mission of providing reliable energy solutions to Bangladesh. Finally, they shifted the discussion on how training contributes to the perception of JK Company. The second executive answered below.

Training reflects investment in people, reinforcing behaviors tied to our brand, such as those in leadership programs. (H3)

This defines training as a tactic that examines beyond skill enhancement; it advances brand-aligned behaviors such as innovation and leadership. This strengthens the sustainability and innovation focus; hence, such programs are intended to deepen the managers' sense of connection to the organizational mission, instill greater confidence to represent the brand, and reinforce their sustainability and innovation focus.

Responses indicate that JK Company recognizes managers prioritizing employee engagement, value-driven hiring, and brand-synced training as critical components of their employee-branding initiative. On the contrary, insisting on structured processes and motions toward organizational goals can lead to a performance-oriented environment instead of nurturing the executives' creativity and well-being. Meanwhile, engagement efforts and supportive hiring practices offer a counterbalance, fostering loyalty and pride that strengthen JK Company's employer brand in a multicultural MNC context.

5.3 Findings on challenges in employee branding

The emphasis of this study was to uncover the challenges managers face in linking their practices to employee branding at JK Company. Participants provided distinct insights based on their experiences within this energy sector MNC in Bangladesh. The inquiry began by asking about challenges aligning managers' practices with branding efforts. The manager responded,

Sometimes there is a gap between what the company says and what executives feel. If managers cannot maintain that alignment, executive trust can suffer, and branding becomes inconsistent. (H1)

This highlights a critical challenge at JK Company: ensuring the employer brand reflects executives' experiences. Misalignment, possibly due to inconsistent policy implementation across departments, risks undermining trust and weakening the brand's credibility in a performance-driven environment like energy production. The discussion then shifted to how cultural diversity affects branding, an appropriate issue for an MNC operating in diverse contexts. The first executive responded as follows.

If appropriately managed, diversity can be a strength. Diverse teams give us creative solutions and broader appeal. However, we must ensure everyone feels included, which turns diversity into a branding asset. (H2)

This implies that although JK Company sustains the advantage of diversity, a great asset is given with creativity in renewable energy. Managers face challenges in making the workforce diversity coherent under a common identity, balancing international and local standards. Finally, participants were asked how the incentives and performance reviews reinforce branding, revealing possible consequences. The second executive's quote is.

Our rewards and recognition are deeply aligned with our values. We recognize not only results, but also how those results are achieved. (H3)

It has meaning to strength, yet it also calls for a challenge: evaluations being made fair and transparent. Managers in JK Company would have to work towards designing systems that support and constantly achieve brand value, such as sustainability and teamwork, without causing perceptions of bias. These responses reveal that JK Company managers must consistently leverage multicultural diversity and ensure equitable rewards. Challenges derived from practices that would be aligned within a single brand across a diverse, global workforce could burden executive trust and engagement if not treated. Still, they have solutions, such as intentional inclusion and value-driven systems.

5.4 Results on efficient practices for sound employee branding

The current study identifies effective managerial practices that adopt employee branding in the JK Company. Participants have shared their views on the energy sector MNC in Bangladesh. The discussion began with how JK Company communicates its brand to executives. The manager responded that.

We use emails, the intranet, staff meetings, and short videos. Internal campaigns around values, success stories, or CSR help remind staff who we are as brands. (H1)

This suggests a multifaceted communication strategy at JK Company, leveraging diverse channels to reinforce brand identity. Regular updates and storytelling about sustainability efforts—like renewable energy projects—translate the brand in executives' daily experiences, fostering pride and alignment with organizational goals. Next, participants were asked for examples of executives promoting the brand. The first executive responded below.

Many executives shared behind-the-scenes moments on social media during our last product launch. It showed genuine pride and created a positive online buzz. (H2)

This highlights an organic, executive-led branding effort at JK Company. Social media advocacy during the energy solution reveals the employer brand externally.

It reflects engagement and authenticity, which managers can nurture through supportive practices. The inquiry then turned to how managers have adapted to new work trends. The second executive responded that.

We fully embrace hybrid work, flexible benefits, and digital HR systems. More importantly, we have shifted to experience-driven HR, focusing on executive journeys, mental wellness, and personalization. (H3)

JK Company's evolution indicates progressive adaptation in line with contemporary expectations in a global workforce. Placing exceptional emphasis on flexibility and wellness, which are critical in a high-pressure sector such as energy, allows managers to foster engagement and establish the brand as a truly enlightened employer. The responses further indicate that some good practices exist at JK Company, including good communication, leadership sponsorship, and adapting to contemporary trends. Multi-channel communication helps maintain brand consistency, while organic promotion develops executives' pride in the company, enhancing its reputation among its peers. Flexibility in working remotely and wellness initiatives indicate a degree of responsiveness that improves engagement.

6 DECISION ON EMPIRICAL FINDINGS

To explain the results of this chapter, along with previous literature, it analyzes how to understand HR practices in employee branding, the different challenges encountered, and the most beneficial strategies employed to enhance brand perception-promoting among the executives. Balancing the scholarly perspective with practitioners' concerns, this discussion sheds light on how HR practices influence executive behavior and the business success of JK Company, an energy sector MNC in Bangladesh.

6.1 Understanding HR practices and employee branding

The study's first objective was to identify the HR practices contributing to JK Company's employee branding. Employee branding is how employees represent and promote an organization's values, culture, and reputation, both externally and internally (Backhaus & Tikoo, 2004). It was found that HR processes, including recruitment, onboarding, training, performance management, and recognition, directly influence employee branding at JK Company. In recruitment and selection, branding begins in the first steps. JK Company tries to attract candidates with skills beyond those necessary to fit its values of responsibility, innovation, and teamwork. This helps attract applicants who are more likely to represent the company's culture. Backhaus and Tikoo (2004) supported these findings by stating that employer branding must start with recruitment to attract talent that fits the company culture. Onboarding is another aspect where branding finds representation. New employees are welcomed at JK Company, where they are introduced to its mission, vision, and brand values.

According to Saks (2006), an effective onboarding program should increase employee engagement and make them feel connected to the organization from the start. Storytelling and mentoring are used during the onboarding process at JK Company to help new employees understand their contribution to achieving the company's goals. Another element of employee branding is training and development. Employees have continuous learning opportunities to promote building skills and brand-aligned behaviors, such as leadership and innovation. As Macey and Schneider (2008) observed, employees started to feel more connected to the organization and positive about representing it when they were simultaneously trained in brand values. Performance management and acknowledgment are critical tools for employee branding. Workers are judged on their assignments and how well their behavior reflects company values.

Rewarding employees for actions that align with brand objectives strengthens company identification among them. According to Huselid (1995), fair and strategic performance systems motivate and commit employees to employee branding. Finally, internal communication aids in further promoting the brand. JK Company ensures that employees are informed of brand events via regular updates, feedback, and recognition schemes while making them an integral part of its mission. Edwards (2009) noted that an organization's internal communication builds trust, a key ingredient in employee branding. Thus, the studies reveal the inseparability of HR practices at JK Company with its employee branding initiatives. At every stage, from recruiting to performance appraisals, company values have been promoted alongside culture. This assists employees with comprehending their roles as ambassadors for the brand and creating an environment where the workforce is more engaged and loyal. This finding is in line with previous studies by Armstrong (2023) and Bailey et al. (2013), who stated that effective HR practices benefit from forming a strong internal brand and enhancing employee satisfaction and retention.

6.2 Examining the HR challenges in employee branding

JK Company must understand the complexities of HR employee branding, being a significant multinational energy entity in Bangladesh. The intricacies of HR aligning its practice with the organization's brand identity pose critical barriers that define perceptions and even advocacy among top executives. The issues at hand are the values adopted by the brand and those lived experiences by the executives; a cultural approach that is almost convenient in presenting diversity as a competitive edge on one side and barriers on the other; and alignment issues created by reward systems with brand values. These barriers challenge HR in creating an employer brand that is, to some extent, meaningful from the inside out. Authenticity, inclusivity, and fairness appear to be inseparable pathways. Hence, JK is being rooted as the lead in the energy sector. Becker et al. (2001) assert that for employee commitment and contribution to be maintained, HR activities must be consistent with organizational intentions. At JK Company, an imbalance in policy implementation between departments or regions often occurs due to friction between global standards and local operational realities. For example, a department that prioritizes performance metrics over sustainable practices can foster feelings of inauthenticity among executives who expect the brand values to pass their daily work. In an MNC setup, it is challenging to establish standardized practices among diversified teams.

The challenge that arises is bridging this gap so that the promises of the brand reflect in the lived realities of executives, particularly in an industry where trust and credibility matter most. One could say that HR is supposed to ensure consistent policies that provide brand values; the policies should generate trust and provide a foundation for executives to embody the brand. However, the brand risks losing its reputation as an employer of choice if it does not align appropriately with its executives, who can find it challenging to advocate for a brand that identifies against their lived experience. Human resources would hold the potential to strengthen JK Company's employer brand as a keenly trusted leader in the energy sector in Bangladesh.

From the setting of Bangladesh as an emerging market, the local culture often contradicts JK Company's global standards, and HR, thus, should work hard in maintaining the balance between adapting the brand initiatives relevantly here and keeping intact the international identity of the corporation. HR must architect inclusion training to generate the impression that executives are all valued and heard. Without such processes, the divergences in opinions can become barriers that disrupt the brand image, thereby impeding the brand's attractiveness in the marketplace. The success of JK Company's employer brand depends upon HR converting diversity into a unifying feature, fostering a sense of belonging that aligns with the company's vision of leadership in sustainable energy. By creating an inclusive environment, HR can positively influence diversity toward building JK Company's employer image as a creative and collaborative employer.

Another substantial HR challenge in employee branding is the complexity of matching reward systems with brand values. JK Company wants to reward results and behaviors that reflect sustainability, teamwork, and innovation values. However, applying these principles fairly and transparently among a diverse workforce is an enormous task. Byrnes and Cascio (1984) maintain that reward systems linked to organizational values enhance morale and productivity, yet their effect depends on fairness as perceived by the recipients. In the case of JK Company, any inconsistency or even unfair treatment in evaluating executives decreased engagement altogether, resulting in detriment to the employer brand. Also, while recognizing that those who contribute to renewable energy projects are in line with the brand's sustainability principle, rewarding the achievement while ignoring teamwork contradicts the brand, causing displeasure among the stakeholders. From the perspective of culture and customs related to recognition, attitudes toward reward, for example, whether collectives or individuals, make it even more difficult for HR to act equitably.

The challenge is to design incentive systems that reinforce JK Company's brand ethos with transparency; if incentive systems are misaligned or unfair, they demotivate the executives and weaken their brand advocacy. HR shall set clear value-based criteria for rewards and recognition that suit cultural preferences but do not conflict with organizational objectives. Periodic audits of the reward systems help detect perceptions of bias and can then be corrected to be fair to a diverse working population. Keeping JK Company's employer brand alive depends on HR's ability to keep its rewards aligned with its values, engendering appreciation that mobilizes executives to become brand carriers. Without fairness, the rewards would become a source of resentment, affecting morale and reducing JK Company's ability to attract and retain talent in the market. By prioritizing transparency, HR can capitalize on the employer brand, turning JK Company into a value-based employer worthy of representation by executives.

These challenges, consistency gaps, cultural diversity, and reward alignment, put JK Company's ability to maintain a single employee brand to the test. That inconsistency between espoused values and executives' experiences highlights the need for HR implementation to be aligned soon, especially in a performance-driven energy sector where trust stands paramount. Cultural diversity is a strength, so it demands inclusive practices to prevent brand disruption. Reward measures reinforce the brand insofar as they align with the values to maintain executive trust. Becker et al. (2001) noted that the company must endorse to sustain itself against these challenges. The challenges intensify with the high pressure of working in the Bangladeshi competitive energy sector, where executives' perceptions greatly encourage them. Miscontrolling diversity could fragment the brand, thus lessening the attraction in an industry that revolves around innovation.

Rewarding issues incompatible with set goals demotivate executives from assuming the position of accounting ambassador. These concerns emphasize employee branding complications in an MNC, where global standards must be interpreted. Hence, they fit into the local context yet are not stripped of focus at the strategic level. This has profound implications because a strong employer brand is an attractive factor in retaining talent in a competitive market. An inclusive diversity framework blends the workforce on creativity to work for JK Company's sustainability objectives. Rewards given somewhat and transparently instill engagement in the executives to uphold the brand values. The realization of these initiatives depends on the eagerness of HR to ensure a balance between structure and freedom that would allow branding to resonate with a diverse set of teams.

Closing the consistency gap came alongside the standardization of policy implementation, supported by a strong feedback system to ensure that the executives align their experience with brand promises. Chew and Putti (1995) suggested that cultural harmoniousness enhances engagement and that training for inclusiveness and local branding strategies can leverage the benefits of diversity. Transparent mechanisms, such as regular audits, must be established to reward behaviors associated with JK Company's values. This would certainly prevent any feelings of unfairness and lift morale. Though trust can be rebuilt by consistent application of policies, inclusive practices for diversity, augmented brand coherence, and, in turn, fair rewards engender executive commitment toward the brand. In doing so, JK Company can rise to the top of Bangladesh's energy sector, where a perfect blend of structure and flexibility is needed to meet the challenges of employee branding. The competitive landscape of the energy sector amplifies the urgency of overcoming these challenges. In JK Company, while trying to be the premier company for sustainable energy solutions, employer branding is crucial to recruitment and retention. A strong employer brand founded on real individual experiences, an inclusive culture, and fair remuneration can set JK apart in a crowded marketplace.

HR is expected to create the link between branding strategy and practical implementation, so that branding resonates with executives in diverse application settings. The findings generally resemble those in organizational literature, thus reinforcing the need for an HR alignment with operations strategy. Becker et al. (2001) point out that HR activities must align with organizational objectives, which JK Company must consider in its brand development attempts. Byrnes and Cascio (1984) mention value-driven rewards as a morale booster, a strategy JK Company can use to secure its brand. JK Company's employee branding challenges reflect the broader difficulties of managing an MNC in a dynamic environment. On the one hand, diversity can stimulate ingenuity; on the other hand, it must be stewarded carefully toward a shared brand. Reward alignment especially demands a sense of fairness to retain engagement from a diverse workforce. These issues, heightened by the energy sector's competitiveness, demand a new orientation of HR strategies that does not come at the expense of JK Company's philosophy of sustainable leadership. By handling the challenges, HR would grasp ways to build upon the employer brand, in which the executive would internally view JK Company as a value-based organization, enabling them to endorse externally. However, JK Company became an employer of choice with a mix of firm-wide policies, inclusive practices, and transparent reward systems.

6.3 Identifying the efficient HR practices for sound employee branding

HR practices at JK Company are strategically coordinated to strengthen employee branding, which indicates an efficient approach toward enhancing the organization's identity as a leading energy sector MNC in Bangladesh. Findings depict three essential HR practices- multi-channel communications, executive advocacy, and the fitment of the upside in modern work trends- that design the on-the-ground employer brand. Communication appears to be the keyword, tying together consistency, engagement, and responsiveness, thus allowing JK Company to align the executives with sustainability and innovation while augmenting the external brand image. This section henceforth speaks about these effective practices, linking them to the corresponding literature on the organization to assess their effectiveness for the continuity of the brand equity of JK Company. Effective communication is an efficient practice that embeds JK Company's brand identity within its workforce. Through emails, intranet, staff meetings, and short videos, the company keeps internal campaigns on values, success stories, and CSR-related initiatives alive to connect employees to the organization's ethos.

HR practices that communicate organizational goals improve performance by contributing to an alignment of interests. Campaigns at JK Company about renewable energy projects or community development support the sustainability focus, making the brand relevant to executives. Multi-channel communications are a strategy to unify the perception of the identity, a necessity for any MNC with diverse global teams needing uniform messaging. JK Company takes its brand loyalty notion seriously when engaging its executives to become purpose-driven employees. However, this is only effective if the message crosses cultural lines.

Promoting executive advocacy is another powerful practice of JK Company, leveraging the organic promotion of its employer branding. Executives sharing product launch moments behind the scenes with social media reflect their genuine pride, which, in turn, broadens the reach and authenticity of the brand. HR practices that encourage employee involvement pay back in strengthening the organizational reputation because motivated people are naturally promoters of their workplace. For JK Company, advocating for energy innovations like solar or wind projects positions their external image as an innovative leader in line with Bangladesh's sustainability drive. It is most cost-effective in harnessing the generosity of the executives, an observation made by Chew and Putti, (1995), value-driven employees provide cohesion to an organization.

However, its success is dependent on the conducive culture within which these executives operate; any adverse feeling among them prevents their encouragement. JK Company must, therefore, build this dynamic to sustain its branding power. Adapting to modern work trends is a forward-thinking practice, with JK Company asserting itself as a responsive employer. These include a shift towards hybrid working and flexible benefits away from a rigid culture with little attention to executive journeys, mental wellness, and personalization, all of which are key priorities for the present. MNCs flourish because they adapt their HR practices to local and global trends. This adaptation in JK Company aids executives in a demanding energy sector, where things like mental wellness and flexibility help further reduce burnout and provide further confidence to the brand as a progressive. Byrnes and Cascio, (1984) emphasizes that such investments in well-being boost morale and productivity, which are directly tied to organizational achievements. While this practice strengthens JK Company's appeal in Bangladesh's evolving workforce, its effectiveness would require moving forward in inclusiveness and sustaining brand relevance in a fast-changing atmosphere.

A communication system, advocacy, and adaptation unite to enhance JK Company's employee branding through engagement between employees and the employer. Multi-channel communication guarantees brand consistency, articulating a familiar story that executives internalize and share. Executive advocacy advances this voice further outside, leveraging authentic promotion for JK's employer credibility at minimal cost. Adaptation to trendiness keeps this brand current and relevant to the modern workforce, making employee satisfaction possible. Becker et al. (2001) argue that those HR practices contribute to the firm's success when aligned with strategic goals, which is how JK Company wishes to be viewed. Their efficiency depends on section execution, being all-inclusive in communication, motivation-led for the advocacy process, and adaptive. Adaptation requires resources and inclusivity to avoid alienating workforce segments (Byrnes & Cascio, 1984). JK Company's structured approach provides a solid foundation, but flexibility is essential to sustain these efficiencies. Cultural divergences in MNCs can challenge uniform practices, suggesting JK Company refine these efforts to reflect Bangladesh's context alongside its global identity. To optimize its employer brand, JK Company can enhance these practices further. Adaptation must be primarily concerned with accessibility, ensuring that all executives can benefit from the flexibility and wellness programs. These improvements fit in with Becker et al. (2001), who argued for aligning HR strategy so that JK Company can maintain a competitive stance.

7 SUMMARY AND CONCLUSION

The chapter concludes with insights from research on HR practices and employee branding at JK Company, Bangladesh's primary energy sector multinational corporation (MNC). It consolidates findings while evaluating them against theoretical frameworks and discussing their practice and policy implications. The constraints of the research and future research avenues are illustrated.

7.1 Summary

This study examined how human resource practices affect employee branding at J.K. Company and its associated objectives to determine what practices are involved, identify challenges, and identify efficient strategies for ensuring a sound employee brand. The qualitative case study was conducted on JK Company, a leader in the energy sector with well-known sustainability and innovation efforts toward Bangladesh. Thus, the findings from executive and managerial perspectives provide a detailed understanding of how HR initiatives shape JK Company's internal and external brand persona. The investigation shows that HR practices such as engagement activities, values-led recruitment, and training are essential to building the JK Company's employer brand. Engagement activities like team events and recognition foster a general culture in which executives feel valued and aligned with the organization's goals. Recruitment sources the values into accountability and transparency modules, guaranteeing new hires.

Training reinforces the creation of skills and behavior, which are key to the sustainability dimension for executives at the JK company, advancing their relationship with the brand. These activities consolidate into a workforce that internalizes and presents the JK Company identity, further boosting its reputation as an energy player. Emerging gaps between articulated values and executive experiences, multicultural dimensions, and the need for a fair reward system were challenges. Value-rewarded fulfillment has become a momentum to motivate most executives, but for work engagement sustainability, fairness is deemed critical. Efficient practices such as multi-channel communication, executive advocacy, and adaptation to hybrid work trends redress these challenges by affirming consistency, leveraging organic promotion, and meeting modern expectations. The findings show that JK can build a strong employer brand, but execution gaps and cultural nuances in an MNC setting must be addressed simultaneously.

Generally, it shows that employee branding in JK Company is an initiative process that maintains a structured system to address the flexibility of a diverse and global workforce. It can also offer important insights into how HR elevated brand perception, laying the groundwork for practical and theoretical advances in the emerging market context of countries such as Bangladesh.

7.2 Herzberg's two-factor theory and its implications

Motivational and hygiene factors are distinguished in the two-factor theory presented by Frederick Herzberg. Hence, it gains functional interpretive value in the case of JK Company's employee branding. The outcome, therefore, corresponds to the expectancy, indicating that the function of HR initiatives can be viewed as motivators and hygiene factors responsible for executive satisfaction and brand advocacy. The motivators are events and engagement activities, which directly increase fulfillment and growth for executives. Team events and recognition programs at JK Company are meant to plan for recognition, uplift morale, and encourage executives to promote the brand internally. Such developmental opportunities are provided through leadership and innovation programs where training becomes personal development aligned with JK Company's sustainability objectives and instills pride. These motivators connect the employer brand more positively emotionally and thus are consistent with Herzberg, who suggests intrinsic factors sustain satisfaction and engagement beyond basic expectations.

On the other hand, recruitment and communication are hygiene factors as the prerequisite minimum for a sound employed brand has been established: Values-based recruitment ensured a cultural fit that would not result in dissatisfaction because employees recruited would naturally reflect JK Company's values. Hence, misfits would probably not become trustworthy. Multi-channel communication within emails and staff meetings also provides clear and directed communications to reduce ambiguity that could weaken executive commitment. However, there is a lack of consistency where experiences do not match what is stated: the sight of a failure in hygiene factors results in employee dissatisfaction. This assumes that, much as JK Company could be far ahead in terms of motivational consideration, it ultimately comes down to solidifying substantial hygiene factors to prevent a loss of confidence among employees. This completes a very different application of Herzberg's theory across the JK Company stage.

Recognition and training are motivators that enhance the brand's strength; on the contrary, they are effective only in the presence of the required hygiene factors, like consistency in policies and clarity in communication. Moreover, cultural diversity and reward alignment could make such a scenario difficult, as they could become potential motivators when managed well, but fail to do so when mismanaged. Hence, this argument, in line with the framework of Herzberg, as much as employee branding of JK Company goes well on motivators, is equally compelling in situations where extrinsic conditions are stipulated to offer an insight into the theory of satisfaction and stability within the MNC context.

7.3 Implications for management

The findings provide practical implications for MNCs such as JK Company in showing how HR practices can strengthen employee branding against the barriers that come along with it. These findings would apply to organizations operating in diverse, emerging markets where the balancing act of pitching a global brand against local realities is paramount. Employee engagement can be a blueprint to develop a supportive culture that enhances brand loyalty. Things like team events and recognition tied to organizational milestones, such as JK Company's sustainability achievements, can create a sense of belonging among the leadership. That cohesion on the inside becomes allowed testimony for the employer brand on the outside. It gets louder but is cheaper. The flip side is that unless the MNCs maintain that consistency across all regions, they could raise distrust perceptions.

Values-based recruitment is a tool for the MNCs that, at an early stage, embed their identity into their workforce culture. A focus on accountability and transparency helped the MNCs select talent that shares their mission in sectors where reliability is critical, such as energy. However, this must allow for flexibility to embrace diversity of thought. Otherwise, it runs the risk of being overly narrow in cultural fit, thus inhibiting innovation, a fine line that JK Company must navigate, and which other MNCs could compete with. Training is a way of aligning MNC executives with strategic goals and helping reinforce the brand through development. JK Company's emphasis on leadership and innovation means that MNCs should concentrate their training resources on bestowing skills that resonate with organizational values to enable executives to act as brand advocates. This becomes paramount for global companies that need a standard brand narrative translating across heterogeneous environments, but inclusivity in terms of access ensures that every executive benefits from such programs.

The problems outlined consist of uniformity, diversity, and rewards, which require MNCs to formulate adaptation strategies. The shortcomings faced by JK Company in matching experiences with values suggest that MNCs should give preference to uniform execution of employees across the global framework. Cultural diversity, being an asset to JK Company, thus calls for inclusive integration processes to unify with brand strategies, an area of priority for MNCs working in a multicultural labor environment. A fair reward system exemplified by JK Company's value-based approach creates strategic conflict, but fairness requires credibility to uphold the social contract of trust between disparate teams. From this standpoint, these implications prepare MNCs to employ their HR practices for branding while accommodating global-local tensions.

7.4 Company and government policies

The recommendations are for companies and the Bangladeshi government, as they find routes for improving employee branding towards expanding the energy sector. Recommendations strengthen JK Company internally while aligning with national purposes. Regulations at JK Company would close the gaps between stated value and experience at the executive level by establishing a formalized routine delivery of HR services. This uniformity could be reinforced under a broad policy of recognition and engagement with all units. A regular executive feedback policy could reveal and address such gaps to stimulate a more direct link between HR initiatives and brand promises of assistance and innovation. Furthermore, it would integrate cultural sensitivity into recruitment and training for the sake of the brand of diversity. The inclusion policy in JK Company would cater to the diverse workforce by unifying the brand while promoting creativity towards sustainability goals. The reward system at JK Company must have transparent and fair guidelines for maintaining employee engagement.

The government formalizes criteria that measure results and value-driven behaviors, recognizes teamwork in energy projects, motivates management, and strengthens brand identification. Considering the form of documented processes in evaluations and perhaps other means, describe them as trustworthy to ensure that the brand consistently reflects the JK Company identity. In adapting to hybrid work, the wellness policy would prioritize mental health support to combat burnout while enhancing the emerging view of JK Company as more progressive. Appropriately, policies in favor of MNCs such as JK Company would feed into the employer branding landscape of the energy sector in the country.

Tax exemptions for training initiatives focused on renewable energy for companies could encourage the alignment of firms with the country's sustainability agenda, on which they recruited for a more competitive brand. Initiatives, government-led in promoting workplace diversity via workshops or regulations, would facilitate MNCs to cross cultural boundaries and thus improve market competitiveness. Industrial-wide standards were also examples of labor policies that support JK Company, thus uplifting the employee branding cause on the national front. Policies help align the internal strategies of JK Company with the economic and environmental priorities of Bangladesh while beautifying its brand and contributing to the development of the sectors. They can also create an enabling environment in which JK and the government work towards enhancing employee branding for the good of both JK Company and the broader workforce.

7.5 Research constraints and suggestions

While this analysis proved informative, it cannot be denied that several limitations have qualified the insights. It undertakes qualitative research by taking a small sample from JK Company, not generalizing to other MNCs or industries. The perspectives of only three participants could not reflect the diversity of various experiences at JK Company and could omit differences at the department or regional level. Therefore, the study limits its capacity to mirror the complexity of employee branding in a large, multicultural organization. Concentrating only on JK Company for the study, there is a single case of such an energy sector in Bangladesh, which has narrowed the scope of application to other cultural or industry contexts. Sustainability and innovation findings might not generate the truth for such MNCs operating in unrelated fields, reducing the study's relevance.

Also, the lack of longitudinal data implies the untraceable line of evolution of HR practices over time, a crucial condition for measuring branding sustainability. Such self-reported data forms biases because what participants think could not look like what happens or is realized at JK Company. Study experiences are subjective and rich but lack quantitative validation. Time limits also hindered a more in-depth probing into other HR practices or views of external stakeholders, thus narrowing the analysis scope. For example, a larger, more varied sample, including multiple MNCs spanning industries, would add to the generalizability of the study results. Encompassing regions beyond Bangladesh might allow for how cultural contexts could shape branding, giving depth to understanding the global-local interplay.

Longitudinal studies to track HR practices and branding outcomes might fill the advanced knowledge. Mixing qualitative with quantitative approaches, so that survey or performance data complement interviews, could support the findings and build a more comprehensive view of branding effectiveness in JK Company and similar firms. An insight into other HR practices, such as career development or diversity training, could generate further strategies for sound employee branding. The voice of external observers, who can speak to customers' or partners' views about JK Company's brand, would round out internal findings and present how executive advocacy affects more significant perceptions. Research investigating the role of technology, including digital HR tools, would emphasize other currents within MNC branding. These recommendations are promising avenues to strengthen the knowledge about employee branding so that focused recommendations can arise for MNCs trying to facilitate a very complex global workforce.

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APPENDICES

Appendix 1. Interview transcript of the manager

Appendix 2. Interview transcript of employees

Appendix 1. Interview transcript of the manager

Transcript of manager of interview one (H1)

What HR activities help build your company's image?

Employee engagement is key. We organize team events, recognition programs, and training. These show employees that they matter, and that builds a positive company image from the inside out.

How does hiring reflect the company's values?

We design our recruitment to reflect our core values, such as integrity, teamwork, and growth. We also consider technical skills and cultural fit so that new hires already align with our vision.

How does training shape your view of the company?

Honestly, a lot. Good training gives the impression that the company is serious about helping employees grow. It also builds confidence and trust in leadership.

What challenges do you see in linking HR and branding?

Sometimes there is a gap between what the company says and employees' feelings. If HR cannot maintain that alignment, employee trust can suffer, and branding becomes inconsistent.

How does cultural diversity affect branding?

Diversity is a strength, but it needs proper inclusion. Different backgrounds bring new ideas, but if people do not feel included or heard, it can weaken the team and the brand message.

How do rewards and performance support branding?

When employees feel fairly evaluated and appreciated, they stay motivated. This shows that the company values people and that it helps build a strong employer brand.

How does your company communicate its brand to employees?

We use emails, the intranet, staff meetings, and short videos. Internal campaigns around values, success stories, or CSR help remind staff who we are as a brand.

Can you give an example of employees promoting the company's brand?

Many employees shared their experiences on LinkedIn during one of our community service events. Those posts reached thousands of people and enhanced our employer image.

How has your HR team adapted to new work trends?

We have adopted hybrid work, flexible schedules, and digital tools for meetings and collaboration. HR also introduced mental health support, which is relevant in today's work culture.

What advice would you give to HR to improve employee branding?

Focus on listening more. Get honest feedback and involve employees in branding. People promote what they feel proud of — so building that pride from the inside is crucial.

Appendix 2. Interview transcript of employees

Transcript of employee one of the interviews (H2)

What HR activities help build your company's image?

Strategic HR initiatives like leadership development, talent retention programs, and a strong employer value proposition play a significant role. We also align our HR activities with our brand identity to ensure consistency across all touchpoints — from onboarding to employee advocacy.

How does hiring reflect the company's values?

Our recruitment strategy is designed around our core values. We use value-based assessments and structured interviews to ensure new hires meet the job criteria and embody our company culture.

How does training shape your view of the company?

Training reflects our long-term investment in people. It is more than skill development; it is about reinforcing the behaviors and mindset we want associated with our brand. For example, leadership training often integrates our mission and brand story.

What challenges do you see in linking HR and branding?

The biggest challenge is ensuring authenticity. If the internal experience does not match external messaging, the brand suffers. To stay on-brand, constant internal feedback and alignment between HR, communications, and leadership are essential.

How does cultural diversity affect branding?

If managed well, a diverse workforce strengthens global branding and brings richer perspectives. However, we must ensure inclusive leadership and culturally sensitive practices, or diversity can lead to fragmentation instead of unity.

How do rewards and performance support branding?

Our rewards and recognition are deeply aligned with our values. We recognize not only results, but also how those results are achieved. Performance reviews also help reinforce the behaviors we want tied to our brand identity.

How does your company communicate its brand to employees?

We use storytelling, internal branding campaigns, leadership communications, and digital platforms. Regular updates from senior leaders also help reinforce strategic direction and values in a relatable way.

Can you share an example of employees promoting the brand?

During our sustainability week, employees voluntarily shared their experiences on LinkedIn and internal blogs. These organic stories made a real impact and showed the brand living through its people.

How has HR adapted to new work trends?

We fully embrace hybrid work, flexible benefits, and digital HR systems. However, more importantly, we have shifted from policy-driven HR to experience-driven HR, focusing on employee journeys, mental wellness, and personalization.

What advice would you give to HR to improve employee branding?

Understand that employees are the most authentic brand ambassadors. Build two-way communication, actively measure employee experience, and involve employees in shaping the brand. Consistency, transparency, and a purpose-driven culture are key.

Transcript for employee two of the interview (H3)

What HR activities help build your company's image?

From my point of view, structured onboarding, clear communication, and employee involvement are critical. When employees feel supported and heard, they naturally become more loyal, which reflects well on the company.

How does hiring reflect the company's values?

We hire people who bring talent and align with our work culture. During the hiring process, we highlight our values—accountability, respect, and transparency—and look for candidates who connect with those.

How does training shape your view of the company?

Ongoing training shows that the company cares about your long-term development and aligns us with business goals. Employees who are trained feel more confident and connected to the company's mission.

What challenges do you see in linking HR and branding?

One big challenge is consistency across departments. Sometimes HR initiatives are strong in one area but not in others. That creates mixed experiences, which can hurt overall branding. Alignment and communication are critical.

How does cultural diversity affect branding?

Diversity is a strength if appropriately managed. Diverse teams give us creative solutions and broader appeal. However, we must ensure that everyone feels included so that diversity becomes a branding asset.

How do rewards and performance support branding?

When done well, they reinforce the company's identity. If the reward system promotes innovation, collaboration, or leadership, employees must be more motivated to behave in those ways. That directly shapes brand perception.

How does your company communicate its brand to employees?

What matters most is how leadership communicates through regular updates, newsletters, team meetings, and social media—their behavior and messaging set the tone for the whole company.

Can you give an example of employees promoting the company's brand?

Many employees shared behind-the-scenes moments on social media during our last product launch. It showed genuine pride and created a very positive buzz online. That kind of employee-led branding is powerful.

How has HR adapted to new work trends?

We have made flexibility a core part of our policy, from hybrid work to digital HR systems. HR has also focused more on mental wellness, work-life balance, and personalized support, which has helped with engagement.

What advice would you give to HR to improve employee branding?

Be transparent and human. Employees want to feel respected and involved. HR should also keep asking for feedback — the more we listen, the better we can build a brand that people are proud to represent.