

ANALYSIS OF EMPLOYER BRANDING TOWARDS RELATIONSHIP MANAGER PRIORITY AND SME BANKING IN STANDARD CHARTERED BANK INDONESIA

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Abstract— Talent is scarce, companies fight for top performer to growth and sustain the business. To attract talent, employer branding is the sexiest strategy that man companies currently attempt to do. Employer branding is a strategy that company implement to create best place to work perception on employees mind. It design the long term strategy to manage potential and current employee perception to recruit and retain its top performer. Create a distinct employer brand is now on the top of the list of priorities for most of key organization. (Collins,2001) Employer branding is a targeted, long-term strategy to manage the awareness and perception of employees, potential employees and related stakeholder with regards to particular firm (Backous& Tikoo,2004). If marketing build brand to attract consumer, employer branding is designed to attract its potential and current talent. The approach is similar but the tool required is difference. Standard Chartered Bank is banking company that operates in 160 country across the world, one of operating country is Indonesia. This company had several award that could be trigger aspiration of job seeker (Vault.inc,2013) in US, Europe and Asia. The challenge that company face is get an achievement to choose as the best place to work in several famous ranking companies in the world such as Fortune, Linkedin, and Inc.com, etc. This is the result of increasing people concern on environment, also banking is now considered had a declining profit. Based on the two facts explain above, it is interesting to explore more on branding strategy on human resource world, and also to understand the correlation with Employee Value Proposition with Total Rewards Framework. The result of this quantitative research is based on random sampling towards 133 respondents in Standard Chartered Bank Indonesia conducted on 1st -9th May 2013. They're two concept that had an impact on employer branding, first is Employee Value Proposition that had 3 big component which is Employer Value, Employer Distinctive Strength, and Commitment combined with Total Rewards that had 23 key variable component. Whilst to measure impact towards Employer Branding, Regression Analysis test used. The result of Regression Analysis test will indicate there's impact of Employee Value Proposition and Total Rewards towards Employer Branding. Vice versa, there is no significant impact among Employee Value Proposition and Total Rewards with Employer Branding. The discussion on the finding can be very profound. It provides many useful information for future employer branding development. However, the development of employer brand has to be part of strategic company plan and get fully support from the senior management. This employer branding research study is only beginning of very exciting explorative study that can be conducted on the new field that connect human resources, marketing communication and corporate affair. Understand the important of this field, it can be conclude that this field will be continuously evolving and widely implement by companies in the future.

Keywords: Brand, Branding, Employer Branding, Employee Value Proposition, and Total Rewards

1. Introduction

As the banking industry begins to emerge from global crises and more localized challenges, it is slowly moving through the different stages of response. Although some banks are still battling for survival, most are now focused on transforming their organizations to adapt to the new business and regulatory environment. A few, particularly in some of the rapid-growth economies, are in growth mode. More organizations have emerged from the denial phase and have acknowledged the scale of the challenges ahead.

People are the most critical asset for any organization. There is clearly a war for talent, which is considered the critical source of success in an organization. Talent function of an individual's values and their capacity to learn (learning quotient), capacity to think (conceptual quotient), capacity to relate (relationship quotient) and capacity to act (action quotient). According to Mc Kinsey's "The War for Talent" is the sum of a person's abilities, intrinsic gifts, skills, knowledge, experience, intelligence, judgement, attitude, character and drive. For ensuring success in any company in the war of talent on attract and retain, employee value proposition, employer branding, competitive remuneration packages, and employee engagement is several key critical point.

Acquire top talent is certainly not a new problem in banking industry, the ever increasing competitive landscape, as well increasing customer preferences and demands is making the "talent factor" a defining point in a bank's ability to generate sustainable growth in its revenues, profit and brand equity. The quality of the talent is probably the single biggest competitive value proposition a bank possesses. According to Bank of Baroda chairman and managing director, M.D Malya, banks should build competencies based on six pillars : buying (source the right manpower), building (provide training and development), borrowing (being in specialist resource persons from outside), bounding (provide the right environment), bouncing (weed out non-performers) and binding (retain talent). The emphasis on sourcing the right manpower and retaining them for future growth was apparent. Quality human capital is a catalytic asset that can be effectively leveraged across any organization to generate creativity, collaboration, momentum, velocity, client loyalty, and dynamic corporate culture.

It is the quality talent that designs best practices, understands the value of innovation, overcome obstacles, breaks down barriers creates growth and builds a lasting brand. The most contributor for high turnover is bank most likely on frontliners side both of Relationship Manager for funding business or lending business as well. Banking industry particularly in consumer banking used to be seen as haven for job seekers and the most employees rather than other job family. The richness and remuneration covered of the industry promised a good life balance as well as high benefit to its people. In consumer banking labor supply demand and supply is not meet the equilibrium so far in every countries which the minimum supply cannot reach the high demand in the market. Since we know that the bank business it's straightly related with trust, relationship, benefit advantages, sustainable funding, and compliance it's being a complicated business since delivered should be easy, simple to access, and delivered the direct benefits to customer but the compliances, terms and condition is strictly distinctive.

Standard Chartered Bank As multinational players in the industry together with the biggest competitor in Indonesia which is HSBC and CITI the talent attraction is most likely more into remuneration packages rather than employee value proposition that being a brand promise at the bank. Another factsheet about human capital in the banking industries is shifting of generation market place where C generation is starts to fill the pipelines kick the generation X, generation Y and Baby Boomer as well. Thus company should have a sound strategy to attract the right talent as it is very essential to business growth. Banking industry and challenges on lack of talent and high turnover rates especially on frontliners job in consumer banking division significantly increase complexity of managing human resources both for attracting, deploying, maintaining, and retaining the great talent.

Then, it continues with sub-part of company short profile as the focus of the latest project containing (a) company history, (b) scope of business field undergone by the company, (c) description regarding to the working unit or subsidiary as the unit of analysis in the recent project and (d) business issue faced by such unit. For well-defined issues, the part regarding business issue should contain in detail regarding any issues to face, the causing factor arising the issues and the impact suffered by the company at the current time and its prediction in the future. The Chartered Bank began when Queen Victoria granted a Royal Charter to Scotsman James Wilson in 1853. Chartered opened its first branches in Mumbai, Kolkata and Shanghai in 1858, followed by Hong Kong and Singapore in 1859.

The Bank started issuing banknotes of the Hong Kong dollar in 1862. The Standard Bank was a British bank founded in the Cape Province of South Africa in 1862 by Scot, John Paterson. Having established a considerable number of branches, Standard was prominent in financing the development of the diamond fields of Kimberley from 1867 and later extended its network further north to the new town of Johannesburg when gold was discovered there in 1885. Half the output of the second largest gold field in the world passed through The Standard Bank on its way to London. Standard expanded widely in Africa over the years, but from 1883 to 1962 was formally known as the Standard Bank of South Africa. In 1962 the bank changed its name to Standard Bank Limited, and the South African operations were formed into a separate subsidiary which took the parent bank's previous name, Standard Bank of South Africa Ltd. From 1969 – 2000. Both banks acquired other smaller banks along the way and spread their networks further. Standard Chartered Bank operate with two major businesses, Consumer Banking and Wholesale Banking, working effectively together, supported by Group Technology & Operations and eight Specialist Functions as follows .



Figure 1. Standard Chartered- Business Scope and Job Family
Source : Standard Chartered Bank – 2012

As part of G20 in the world, Indonesia continues as a targeted investment country that all the international bank had a high awareness for develop and growth the business in financial services Indonesia. Bank of Indonesia as a government regulator had also deepening for all regulation for regulate all the bank that exist conduct the business.



Figure 2. Standard Chartered- Business Scope and Job Family
Source : Standard Chartered Bank – 2012

In brand promises as a core definition of the bank the values, distinctive strengths, and commitment is supporting each component that focused delivered to commitment proved to customer, client, and

communities. This is one of core branding that Standard Chartered Bank feels as a unique bank since there's no other banks that committed to the communities.

2. Business Issue Exploration

The value proposition encompasses the factors that some organizations categorize as total rewards: various forms of pay and benefits, plus such other programmatic elements as learning and development, flexible work arrangements and wellness programs. The value proposition also includes a range of intangible factors that don't show up in the pay check or on the benefits statement but nonetheless carry high value. These include challenging and meaningful work, the opportunity for personal achievement, an appealing organizational culture, a sense of purpose, and a pride-inducing set of workplace values. Organizations provide this bundle of value in return for employee contribution of knowledge, skills, talents, behaviors, time and energy. (Davenport, 2012)

Employee Value Proposition (EVP) as a set of associations and offerings provided by an organization in return for the skills, capabilities and experiences an employee brings to the organization. The EVP is an employee-centered approach that is aligned to existing, integrated workforce planning strategies because it has been informed by existing employees and the external target audience. An EVP must be unique, relevant and compelling if it is to act as a key driver of talent attraction, engagement and retention (Minchington, 2005)

Reinforces this link to employer branding, and urges all organizations to develop a statement of why the total work experience at their organization is superior to that at other organizations. The value proposition should identify the unique people policies, processes and programs that demonstrate the organization's commitment to i.e., employee growth, management development, ongoing employee recognition, community service, etc. Contained within the value proposition are the central reasons that people will choose to commit themselves to an organization. The EVP should be actively communicated in all recruitment efforts, and in letters offering employment, the EVP should take the focus off of compensation as the primary "offer." (Tandehill, 2006)

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

Terminology such as reputation, branding, image and identity is often used interchangeably, or to distinguish differences between related constructs. Much of this confusion has been alleviated by recent work integrating reputation models in terms of underlying psychological theory. According to Money and Hillenbrand reputation models can be placed in a framework that relates to reputation, its causes and its consequences. In this approach it is important not only to understand reputation, but also to identify the causes of reputation and its consequences (Kevin Money and Carola Hillenbrand (2006).

Cite on Standard Chartered Bank – HR Global Data that the average Employee Referral Program (ERP) generates around 25% of all external hires. In addition, studies have shown that potential talent referred by employees are 15% more likely to accept, are 15% more productive, and stay longer in their new roles than new hires through any other route. A well defined Employer Branding activation on attraction talent combined sourcing power of the entire organization, meaning that company will spend less time searching in order to present high quality employee to the business, other than Employee Referral Program such as below :

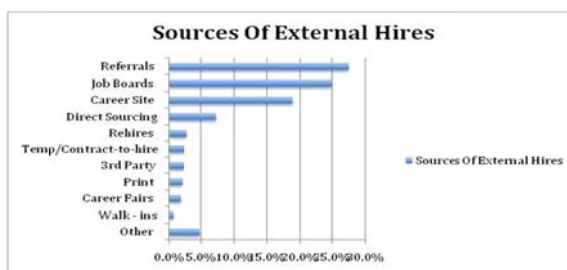
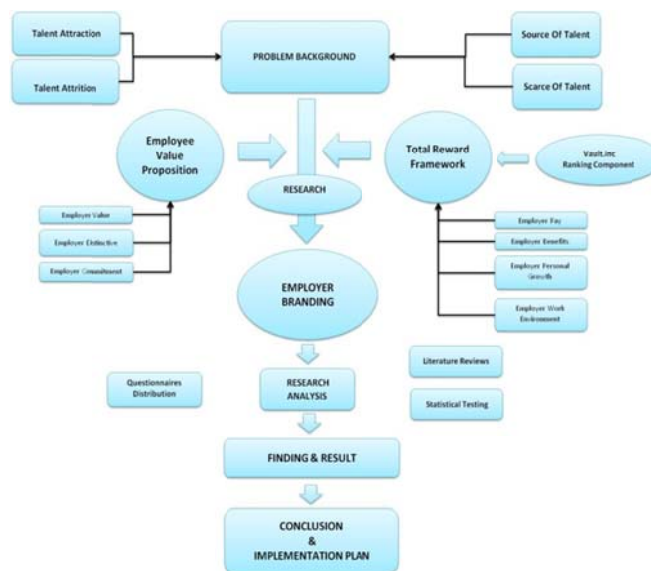


Chart 1. Hiring Sources Survey
Source : Standard Chartered Bank – 2012

A. Conceptual Framework



Figures 3. Conceptual Framework – Employer Branding

This conceptual framework is design based on market practices and literature review for Employee Value Proposition, Total Rewards, and Employer Branding to knowing the research question just only for segmented for Relationship Manager Priority Banking & SME Banking in Standard Chartered Bank Indonesia.

B. Method of Data Collection and Analysis

The research methodology on this final project is below :

- Questionnaires – Likert Question Method
- Regression Analysis
 - Descriptive Analysis
 - Double Regression
 - Simple Regression
- Assumption Classic Test (SPSS 13 with ANOVA)
 - Normality Test
 - Hetero-skedaskisity Test
 - Multi Co-linier Test
- Coefficient Determination Analysis
- Partial Hypotesis Test
- SimultantHypotesis Test

C. Analysis of Business Situation

Supply and demand in the banking industry particularly in funding business on RM Priority Banking is not meet the equilibrium especially for the potential employee that match the requirements., this type of job is salesperson who already certified on BSMR, WAPERD, and AAJI due to product that they need to sell is fully covered on wealth management, liabilities, and mortgage such as Bancassurance, Bonds, Foreign Exchange, Fixed Income. Based on macro economic data in Indonesia that high net worth individual citizen is increased significantly therefore most of banks is highly monitoring and expansion their business in this business division example like CIMB Niaga Preferred, UOB Privilege, ANZ Priority, MandiriPrioritas, BCA Prioritas, HSBC Premier Banking, DBS Treasures, Citibank – Citigold, etc. At the end of 2012, from total 160 employees, 32 employees was resigned and 34 is new joiners from external hires, turnover rates during 2012 is 43%/annual is slightly more higher compared to Relationship Manager – Preferred Banking is 15%/annual and Personal Financial Consultant is just 9%/annual while SME Banking on Medium Enterprise business unit is quietly unique if we're tried to compare with other bank. *NiaWindari* as Head of Marketing Analytics said that we're quite hard to compare this division with others since the segmentation of product and also customer is different with other competitor, it's more into customer in between according SME Banking and Wholesale/Corporate Banking which other banks had not exist on this area, example in OCBC NISP they had a business unit called Emerging Corporate is equal with High Growth Small Business, and the others is Business Banking (*Institutional Client Group*) in Citibank also equal with SME Banking on High Values Small Business. While Institutional Banking Group in DBS is most likely same if compared with Wholesale Banking in Standard Chartered Bank. In this division the problem occurs on talent matching, while requirements and product orientation is similar with Corporate Banking division in other banks and already had high annual income with bonus plan one times every years but on Standard Chartered Bank cannot offered increment on monthly basic salary but offered more into incentive/quarterly therefore an annual income if the Relationship Manager is achieved they could be produce more cash rather than previous employer. Overall the remuneration applied is using performance based pay methods.

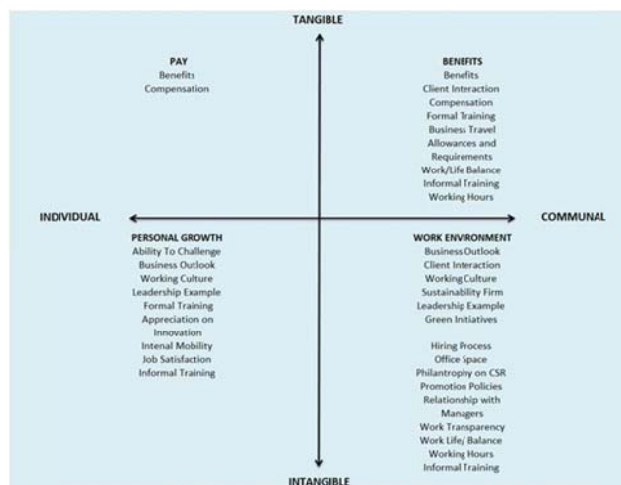
3. Business Solution

To determinethe business solution, several alternatives are developed to be then analyzed in determining one optimal solution for the Company's business issue. Authormay not necessarily analyze the solution alternatives one by one, but he/she could directly focus on one business solution and then analyze the possibilitiesthat the solution could address the issueThere are many drivers that make employer branding practices become essential for companies. Firstly is the scarcity of talents. The world now is lacking of skilled and competent labor due to the aging population especially in Indonesia while the demand will be align with business growth in companies. Adding to that challenges, the shifting generation on todays work force have changed the company competition landscape on employment as well. Compare to generation X, and Y is more demanding in aligning personal value versus company value. If companies do not understand the key factor of employer branding components, human resources efforts of recruitment or retention is less effective and hard to achieve the business goal. Secondly is low budget with high impact strategy. Higher productivity is essential to company growth especially to forecast daily until long plan revenue versus cost that should be grow together on business practice. In this economic downturn, company have to utilize its manpower at its maximum capacity to generate the bottomline, it's not responsibility only of human resources division but also on business side because having the right talent for the position is absolutely important. Thirdly is sustainable growth and profitability. Employer branding enable company to strengthen company's bargaining position as employer. Stronger employer brands will give benefits in finding suitable talent for the right job as well as higher bargaining positions. The ability to create perception that there is no other place like this, enable company to recruit and retain its top performer employee in the market. This is one of the factor the company long term performance on growth and profitability.

Based on several key drivers, it is important to make an analysis of employer branding strategy for the company. However, it is indeed not a simple action to do in the short-term period. “ A successful employer branding strategy articulate a reason, why potential employee should consider a particular employer” (Marmachev, 2001). There are components that affect a successful employer branding which can create a sets of imagery a company which is build based on individual perception. “An image can be the basis of subjective and preference between competing brand” (Trommsdorff,2002).

The success of employer branding can be measured based on employee’s perception towards image attributes/ If employee’s perception is similar to the brand employer identify means the company have successfully implementing the branding strategy. If the result is the opposite, the company needs to evaluate and identify the gap occurs, Often time, there are huge gap what a company tries to communicate and what is received by the target audience. In this paper, the image attribute that will be measured is based on internal data of Standard Chartered Bank Employee Value Proposition, Universum Communications,2005 publish that Employee Value Proposition is an employers associations and offerings to its current and potential employees that differentiate it from recruitment competitors.Questionnaire is develop understand company promising brand which is “Here For Good” applicable for employer and defines by each component.

Evaluating total rewards concept that currently applied in company are important tasks for human resources division. The survey can provide insight to what important driver for employee retention also attracting. I measure the overall satisfaction, degree of employee alignment with company’s objectives, perception toward employer and willingness to recommend employer to other top performers. As it mention in Chapter II that vault.inc one of the best market intelligence company for banking industry already compiled all indicator as the measurement on the best place to work which is purposes to successful employer branding in the company.



Figures 4 .Total Reward Framework
Source : Tower Perrins – 2013

Total reward is the term that has been adopted to describe a reward strategy that brings additional components such as learning and development together with aspects of the working environment, into the benefits package (Armstrong & Brown,, 2001). Fernandes (1998) describes total reward as “The sum of the values of each element of an employee’s reward package.” Total Reward begins with total remuneration, the subset of Total Rewards, which compromises all the elements of rewards that can be valued in currency and non currency terms. And it is a plan for allocating rewards resources in a manner that directs the business to the successful execution of its objectives (Manas&Graham,2002).

Elaborated on Employer Branding for increasing talent attraction and reducing talent attrition. Naturally, the offer, negotiation, or counter over stage focuses on the tangible rewards, because that’s

what the offer and the contract are about. As the Human Resources personnel, keeping the intangible rewards in mind is the most important point, because they are very significant to make the attractiveness of the opportunity offered. Looking over on individual that Pay and Personal Growth is classified on individual concern and most of employees character in Standard Chartered Bank Indonesia is more into this area rather than benefits and work environment that classified as Communal activation. This approach recognize while the financial dimension is vital, the relationship has other elements that also contribute to outstanding employment experience.

D. Analysis of Business Solution

Respondent profiles on this research according the problem that would to explore which is Relationship Manager Priority Banking with high turnover happen and increasing year to year and also Relationship Manager Small Business and Relationship Manager Medium Enterprise at SME Banking business division that had a problem on hiring and attract potential employee in the market.

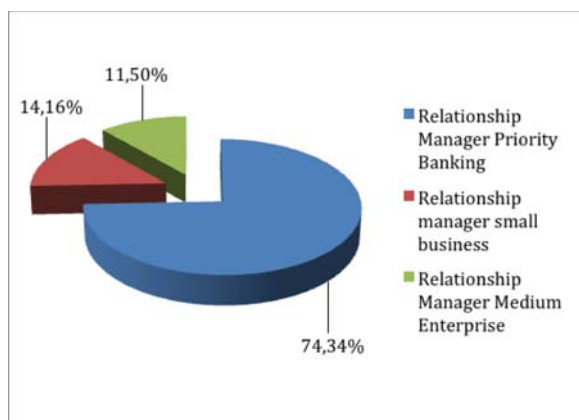


Chart 2. Job Title Of Respondent Profile

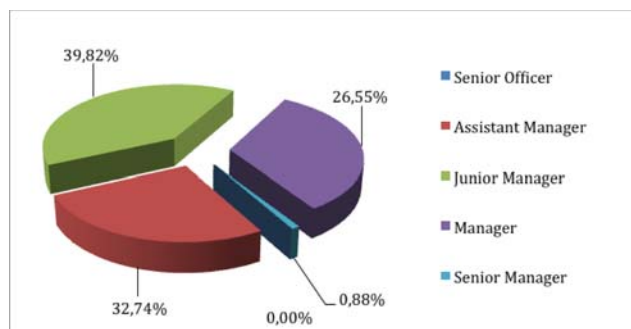


Chart 3. Grade Level of Respondent Profile

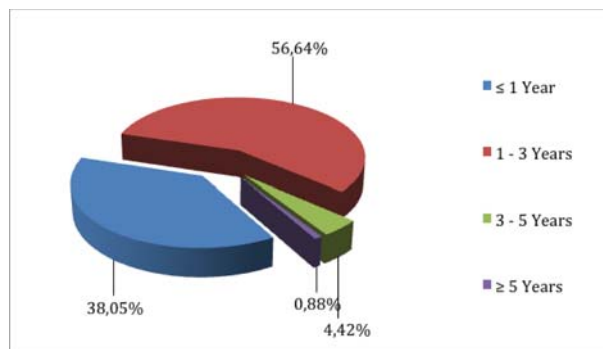


Chart 4 Working Period of Respondent Profile

According 3 figures above the data could be obtain that most of respondent is Relationship Manager – Priority Banking and most of Relationship Manager level is Junior Manager(M17) and Assistant Manager (M16) also most of them had a working period around 1-3 years and ≤ 1 years. All of indicator on the questionnaire list is measured by validity and reliability test to all respondent both Relationship Manager Priority Banking an SME Banking and all of the question item is valid. Firstly, the data provide below is the analysis result on Employee Value Proposition that breakdown into 3 variable which is Value, Distinctive Strength, and Commitment as follows :

Table 1. Employee Value Proposition Towards Employer Branding Analysis

EMPLOYEE VALUE PROPOSITION TOWARDS EMPLOYER BRANDING						
RESPONDENTS	EMPLOYEE VALUE PROPOSITION ANALYSIS				IMPACT COEFFICIENT BETA	
					0.177	0.285
ALL RELATIONSHIP MANAGER in Consumer Banking at Standard Chartered Bank Indonesia	EMPLOYEE VALUE PROPOSITION (55,5%)	Value (significant)	Creative			50%
			Responsive			73%
			Trustworthy			83%
			International			43%
			Courageous			92%
			Discipline			82%
		Distinctive Strength (significant)	Client and Customer			73%
			Collaborative Networks			86%
			Regulators			93%
			Investor			78%
		Commitment (not significant)	Society			77%
			colleague			71%

This table shown that the respondents is all relationship manager in consumer banking area in Standard Chartered Bank Indonesia since this is that company offered to all of employees not just only limited in Relationship Manager also not only just limited for Indonesia operation area. We could take the data that Employee Value Proposition impact towards Employer Branding is 55,5% while 44,5% used Determination Correlation Analysis could be impact with others. According to Value, the data shown that this is significant variables directly to Employer Branding since it shown that this is the biggest impact according the coefficient beta which is 0.387 among others and the red column is shown the problem which is creative value (innovation) which is 50% of respondents the quality of this indicator is already good, while author setting based on Corporate Leadership Council in 2010 that the quality respondent that said good from overall rating minimum is 70% therefore setting on the problem occurred when the component result is lower than 70%, while in Distinctive Strength had an impact based on significance towards Employer Branding directly reflecting to coefficient beta which 0.285 and there is no problem occurred inside this variables, and for Commitment data shown that there had no significant impact toward Employer Branding directly according to coefficient beta which is 0.177.

Secondly, the analysis will go through Total Rewards towards Employer Branding analysis and in this variable the respondents will divide between Relationship Manager that had a problem on talent attrition and combined between Relationship Manager Medium Enterprise and Small Business to be Relationship Manager SME Banking that had the same problem which is talent attraction.

Table 2. Total Rewards Rating Result Towards Employer Branding on Relationship Manager Priority Banking Perception

RESPONDENT	EMPLOYER BRANDING ANALYSIS		IMPACT COEFFICIENT BETA				
			0.005	0.071	0.298	0.372	
RELATIONSHIP MANAGER PRIORITY BANKING at Standard Chartered Bank Indonesia	Pay (significant)	Compensation (31%)				31%	
		Benefit (54%)				54%	
		Benefit (54%)				54%	
	Benefits (not significant)	Client Interaction (87%)			87%		
		Compensation (31%)			31%		
		Formal Training (54%)			54%		
		Business Travel Expenses (not)					
		Requirements (38%)			38%		
		Work/Life Balance (55%)			55%		
		Working Hours (56%)			56%		
		Informal Training (20%)			20%		
		Ability To Challenge (81%)			81%		
		Business Outlook (64%)			64%		
	Personal Growth (not significant)	Working Culture (55%)			55%		
		Leadership Example (78%)			78%		
		Informal Training (54%)			54%		
		Appreciation On Innovation (16%)			16%		
		Internal Motivation (36%)			36%		
		Job Satisfaction (60%)			60%		
		Informal Training (20%)			20%		
		Business Outlook (64%)			64%		
		Client Interaction (87%)			87%		
		Working Culture (55%)			55%		
	Work Environment (not significant)	Sustainable Firm (69%)			69%		
		Leadership Example (78%)			78%		
		Green Initiatives (80%)			80%		
		Hiring Process (92%)			92%		
		Appreciation On Innovation (16%)			16%		
		Office Space (91%)			91%		
		Philanthropy (83%)			83%		
Promotion Policy (31%)				31%			
Relationship With Manager (52%)				52%			
Work Transparency (74%)				74%			
TOTAL REWARDS (42,2%)							

Data above shown just only limited on respondent profile which is Relationship Manager Priority Banking on Total Rewards analysis toward Employer Branding which is not had a correlation impact on Total Rewards for Employer Branding is 42,2% towards Employer Branding and the other 57,8% had a correlation impact with the other factor related. According to data, that the only dimension that had a impact significance towards Employer Branding is Pay which is contain of compensation and benefit, therefore the strategy that had a great impact to reduce it is by retain the top performer employee by increasing compensation and benefit or usually called by retention. Other business solution is also had a impact as long as it's related directly with compensation and benefit.

Table 3. Total Reward towards Emopyer Branding Rating Result on Relationship Manager Priority Small Medium Enterprise (SME) Banking Perception.

RESPONDENT	EMPLOYER BRANDING ANALYSIS		IMPACT COEFFICIENT BETA				
			-0.716	-0.266	0.330	0.833	
RELATIONSHIP MANAGER SME Banking at Standard Chartered Bank Indonesia	Pay (not significant)	Compensation (24%)				24%	
		Benefit (24%)				24%	
		Benefit (24%)				24%	
	Benefits (not significant)	Client Interaction (41%)			41%		
		Formal Training (76%)			76%		
		Business Travel Expenses (not)					
		Requirements (48%)			48%		
		Work/Life Balance (51%)			51%		
		Working Hours (24%)			24%		
		Informal Training (20%)			20%		
		Ability To Challenge (35%)			35%		
		Business Outlook (41%)			41%		
		Working Culture (44%)			44%		
	Personal Growth (not significant)	Leadership Example (75%)			75%		
		Formal Training (76%)			76%		
		Appreciation On Innovation (13%)			13%		
		Internal Motivation (24%)			24%		
		Job Satisfaction (45%)			45%		
		Informal Training (20%)			20%		
		Business Outlook (41%)			41%		
		Client Interaction (41%)			41%		
		Working Culture (44%)			44%		
		Sustainable Firm (31%)			31%		
	Work Environment (significant)	Leadership Example (75%)			75%		
		Green Initiatives (87%)			87%		
		Hiring Process (76%)			76%		
		Appreciation On Innovation (13%)			13%		
		Office Space (96%)			96%		
		Philanthropy (83%)			83%		
		Promotion Policy (34%)			34%		
Relationship With Manager (24%)				24%			
Work Transparency (27%)				27%			
Work/Life Balance (51%)				51%			
TOTAL REWARDS (42,2%)							

Data above shown that just limited rated by Relationship Manager SME Banking on total rewards toward Employer Branding, while in this respondent that had a problem on talent attraction the only dimension that had an impact toward to Employer Branding is just Work Environment while the other dimension had not significant testing used Double Regression Analysis and the problem occurred and should be improve on business outlook related with customer segmentation, Working Culture in the area, perception on the sustainable firm globally, Promotion policies, job relationship with manager,

work/life balance, reduce working hours and overtime, and also improve on informal training program rather than conduct as a Employer Branding strategy activities .

4. Conclusion and Implementation Plan

The conclusion on this research is Employee Value Proposition that had 55,5% impact correlation towards Employer Branding and Total Reward that had a 42,2% impact correlation towards Employer Branding therefore the analysis with using this both of framework significance is 97,7% and 2,3% other impact by other factors. According to the research also there is different treatment and decision making on facing and solved talent attraction and talent attrition for relationship manager in consumer banking at Standard Chartered Bank Indonesia , while talent attraction problem is by increasing the quality on Employer Value based on Employee Value Proposition framework and for facing and solved talent attraction for relationship manager SME Banking in Standard Chartered Bank Indonesia by increasing work environment rather than others especially on improve on business outlook related with customer segmentation, Working Culture in the area, perception on the sustainable firm globally, Promotion policies, job relationship with manager, work/life balance, reduce working hours and overtime, and also improve on informal training program rather than conduct as a Employer Branding strategy activities .

There are several steps that need to be done to design the employer branding strategy to make a significance improvements. Here are the steps that need to be taken as below :



Figures 4. Implementation Step Of Employer Branding

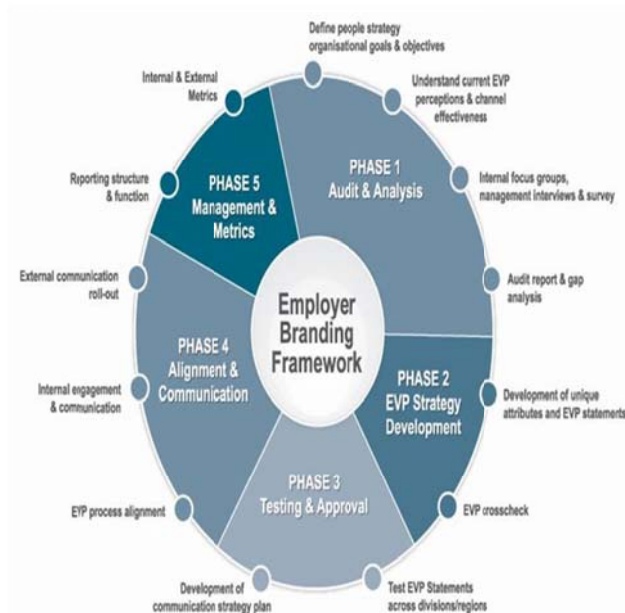
Several focus group discussion with Human Resources Division, Relationship Manager , and line manager of Relationship Manager have been conducted to follow up some findings during this survey. It shows positive responses from leadership to follow up with real actions to address the issues to Regional South East Asia office in Singapore to address the issues.

Based on current survey, several element of employee value proposition and total rewards component required actions for improvement. These findings will be the main agenda for managerial position to have integrated approach on employer branding recommendation. Local human resources team have to work with global team to gain more knowledge on group strategy on employee value propositions that generate positive perception on employee mind, it is good to have learning or sharing from other countries to overcome some of local issues that could be the same.

It is very important to noted that the implementation plan is only the beginning of the journey in developing the employer branding strategy. Most essentials for the improvement employer branding practice is the senior management commitment from all function related in the company. If the process is supported by management, then the team can move forward to design the strategy together.

Employer branding is the combination of work of human resources, marketing, business area, and corporate affairs department. It is recommended to process the work within the brand and reputation committee and Management Committee in countries, which include all the personnel from different department.

The steps to build employer branding as follows :



Figures 5 . Employer Branding Process Framework

Source : The Rightgroup -2011

The work on employer branding is essentials, as the return are high employee morale that leads satisfaction and expected decreased on talent attraction and increased on talent attraction.

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