

IMPLEMENTING EMPLOYER BRANDING USING AGILE METHODOLOGY

by

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Dedication

This dissertation is lovingly dedicated to the three pillars of my life:

To my dear mother, whose unwavering encouragement was the spark that ignited this academic journey. Her faith in me gave me the strength to begin, and her love has carried me every step of the way.

To my devoted spouse, whose constant support, patience, and understanding sustained me through every challenge. Your belief in me never faltered, even in the toughest moments.

And most of all, to my son—the light of my life. Every page of this work was written with the hope of making you proud. You were my greatest inspiration throughout this journey, and it is for your future that I gave my all.

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ABSTRACT

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In an era of rapid digital transformation and intense competition, organizations face increasing pressure not only to innovate products but also to attract and retain top talent. This research explores the integration of Agile methodologies into employer branding strategies within the kitchen appliance manufacturing industry in Iran. The study aims to investigate how Agile-driven approaches influence employee engagement, satisfaction, retention, and employer brand attractiveness. Using a mixed-methods design, the research combined quantitative data from 124 survey responses with qualitative insights from 10 semi-structured interviews with industry leaders. Additionally, a content analysis of secondary data, including case studies from global firms such as Samsung, Siemens, Haier, and Whirlpool, was conducted to enrich the comparative framework. Quantitative analysis revealed that Agile practices in human resources are significantly correlated with improved employee retention ($r = 0.72$), satisfaction, and brand attractiveness. Regression models demonstrated that HR-marketing collaboration and

feedback loops are strong predictors of employer branding success, with R^2 values ranging from 59.1% to 68.3%. Qualitative findings reinforced these results, highlighting themes such as cross-functional collaboration, real-time feedback integration, and iterative branding strategies. Secondary data validated these insights, showing that Agile branding leads to faster decision-making and greater workforce alignment. The research concludes that Agile methodologies provide a dynamic and responsive framework for employer branding, promoting adaptability, employee involvement, and strategic alignment with organizational goals. Despite clear benefits, challenges such as budget constraints and resistance to change remain prevalent. This study offers practical implications for HR professionals and organizational leaders, emphasizing the importance of agile collaboration, continuous feedback, and leadership commitment in crafting effective employer branding strategies. By integrating Agile principles into employer branding, companies can create more resilient and attractive workplaces that foster long-term engagement and competitive advantage in the evolving global labor market. The future research directions are proposed to expand, refine, and contextualize the insights generated by this study, particularly to cross-industry comparative studies, longitudinal research designs, exploration of cultural dynamics, and development of standardized measurement models.

Keywords: Agile Methodology, Employer Branding, Employee Retention, Human Resources Strategy, Kitchen Appliance Industry

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CHAPTER 1

INTRODUCTION

1.1 Introduction

In the contemporary corporate world, characterized by relentless changes and intense competition, companies are not only vying to excel in products and services but also in attracting and retaining the most talented employees. Employer branding emerges as a strategic imperative, enabling organizations to distinguish themselves as preferred employers (Biswas and Suar, 2014). This thesis delves into the novel application of Agile methodology to implement and enhance employer branding, which, while traditionally rooted in marketing, is becoming increasingly vital in human resources management.

The 21st-century business landscape is dynamic, with technological advancements and cultural shifts continuously reshaping the professional environment. In this context, the relationship between an employer and its employees gains paramount importance. Employer branding, once considered a peripheral aspect of human resources, has now evolved into a fundamental element of an organization's strategy for success (Mosley, 2007). It underscores the critical importance of establishing a solid and attractive employer brand that draws in exceptional talent and ensures their commitment and loyalty (Ambler and Barrow, 1996). Employer branding involves creating a distinctive and appealing image of the company as a workplace, encompassing organizational culture, values, and career development opportunities (Berthon, M. Ewing, et al., 2005).

The COVID-19 pandemic's unforeseen and extensive effects have sparked significant shifts in the global labor market. It highlighted the need for businesses to exhibit flexibility,

adaptability, and a forward-thinking approach to work arrangements. In the face of such unprecedented challenges, the principles of agility, renowned in software development, have now permeated the core of human resources strategies (Cervone, 2011). This integration suggests a transformative approach where the Agile methodology, emphasizing responsiveness, iterative progress, and stakeholder involvement, is applied to refine and invigorate employer branding efforts (Albrecht et al., 2015a).

Employer branding in the Agile era necessitates an iterative process where employee ideas and comments are critical in molding the employer's image. Just as Agile methodologies advocate for continuous improvement and adaptation, employer branding strategies must be dynamic, responsive to changes in workforce expectations, and aligned with the organization's evolving goals (Sullivan, 2004; King and Grace, 2010).

Integrating employer branding and Agile methods signifies a paradigm shift in human resources management (Thite, 2004). It encourages organizations to be more fluid in their branding strategies, allowing them to respond quickly to changes in the labor market and internal organizational dynamics (Joo and Mclean, 2006). By implementing an Agile approach to employer branding, companies may develop an authentic and engaging employer brand that appeals to existing and potential employees (Martin et al., 2011).

Moreover, employer brands that use Agile techniques can upgrade a continuous learning and development culture, keeping the company appealing in a rapidly changing world. It can also enhance collaboration across units, splitting down silos and enabling a better cohesive and aligned approach to talent management (Dobni et al., 2016).

In conclusion, the innovative application of Agile methodology to employer branding is not just a theoretical concept but a practical strategy that can seriously enhance an organization's capacity to attract and keep top talent. By embracing agility, companies can ensure that their employer brand remains relevant, appealing, and competitive in the ever-evolving corporate landscape (Dobni et al., 2016). This thesis aims to present a thorough understanding of this integration, along with suggestions and insights to help organizations navigate the challenges of contemporary employer branding.

1.2 Background

In recent years, employer branding has become a focal point in human resources and organizational management. This concept involves crafting and promoting an organization's distinct and appealing image as an employer (Soliman et al., 2018). It includes developing a robust employer value proposition (EVP) and communicating it effectively to potential candidates and current employees (Auer et al., 2021).

The traditional approach to employer branding has typically been static, focusing on long-term strategies (Reis et al., 2021; Wang et al., 2017). However, as the business environment evolves rapidly, organizations recognize the need for a more flexible and adaptive approach to employer branding (Confetto et al., 2023). This is where integrating employer branding and agile methodologies becomes relevant (Confetto et al., 2023).

Originally designed for software development, Agile methodology emphasizes flexibility, collaboration, and iterative improvement (Sjøberg et al., 2012). Applying the principles of Agile methodology to employer branding can create a more dynamic and responsive strategy (Naz & Zahidi, 2024).

Current interest in implementing employer branding through agile methodology stems from evolving workforce dynamics, rapid technological advancements, and the competitive talent market (Alina, 2017; Kobarg et al., 2019; The Brainy Insights, 2023). This approach addresses employee engagement and retention, organizational agility, and the integration of employer branding with agile practices (Foster et al., 2011).

Additionally, it enhances brand equity and utilizes social media and content strategies for employer attractiveness and talent management (Theurer et al., 2016; Leekha Chhabra and Sharma, 2014). Adopting an agile approach enables organizations to attract and retain top talent, foster engagement, and align their employer brand with overall strategic goals.

1.3 Research Problem

A significant problem in the kitchen appliance manufacturing industry concerns the need for more planning, aligning, executing, and evaluating employer branding initiatives within an organization's strategic framework (Mosley and Schmidt, 2017; Ramaswamy et al., 2021). These employer branding initiatives aim to develop an employee value proposition, improve candidate experience, and promote employee advocacy programs aligned with the corporate strategic framework (Mosley and Schmidt, 2017; Ramaswamy et al., 2021). This is furthered by the rapid technological advances in the industry and the changing consumer preferences, requiring a dynamic approach to employer branding that goes way beyond traditional static methodologies. Although there is a lot of theoretical and applied literature on employer branding, there is a need to be more research on which methods have to be used to implement an employer branding policy successfully in general and in the kitchen appliances manufacturing sector in particular (Thomas et al., 2020; Journal of Consumer Research, 2021; Khan et al., 2021; Smith and

Johnson, 2022; Miller, 2021; Chan, 2024; White and Pathak, 2023). The kitchen appliances industry is highly competitive and demands constant innovation, spurred on by changes in consumer needs as consumers turn to more sophisticated and efficient smart home solutions. Such an environment exacerbates the pressure of attracting and keeping the best talent that would further develop technological innovations and secure and hold the ground in the market. The absence of a coherent and strategic approach towards employer branding can result in a confused brand image, lack of employee engagement at high levels, and high turnover rates, ultimately affecting organizational performance and capacity for innovation (Keller, 2005; Martin et al., 2011).

In addition, the so-called traditional approaches in branding the employer, which usually are static and one-size-fits-all approaches, need to be revised to deal with rapidly dynamic workplace needs and the unpredictability of market conditions. Technology shifts and consumer expectations change; hence, the employer brand management and communication strategies should also change. This will demand a more agile, responsive, and integrated approach to employer branding, able to quickly switch gears in light of the constant change and feedback from the inside and outside. Agile methodology has the potential to strengthen the effectiveness of employer branding, being based on an approach focused on iterative progress, collaboration, and flexibility. Agile practices allow the organization to be data-driven and realize organizational integration, aligning employer branding initiatives with overarching business objectives and market realities (Cervone, 2011; Serrador and Pinto, 2015). For example, firms implementing Agile practices can make prompt alterations in response to the changing environment and internal feedback, which will be instrumental in them staying ahead in the competition (Gill and

Henderson-Sellers, 2008). Although Agile demonstrates excellent potential, the applicability of this methodology to employer branding still needs to be explored, particularly within the kitchen appliance industry. Currently, the existing literature primarily focuses on the advantages that Agile brings to software development and project management, and more information needs to be found regarding how it affects the conceptualization of human resource management and employer branding strategies (Denning, 2016a). This gap in literature calls for more research to unravel the long-term effects of Agile methodology on employer branding and, specifically, how technology can be used to leverage these efforts (Sachdeva and Wadera, 2023).

In conclusion, the theoretical and practical benefits of the Agile methodology are clearly understood. However, empirical research must consider its application and effectiveness in employer branding within the kitchen appliance manufacturing industry. Such a research project can fill a gap in the literature on employer branding and Agile methodologies. Still, it will also provide at the same time practical insights to practitioners on how they should most effectively follow an employer branding strategy within their organizations in such a fiercely competitive, turbulent environment (Cervone, 2011; Serrador and Pinto, 2015; Gill and Henderson-Sellers, 2008).

1.4 Purpose of Research

The primary purpose of this research is to understand how employer branding initiatives such as flexible work arrangements, continuous learning and development programs, health and fitness initiatives, variety and inclusion policies, and robust employee recognition programs in the kitchen appliance manufacturing industry are used that impact employee engagement, retention, satisfaction, and corporate economic and social performance (Issa et al., 2019). This

industry, chosen for its significant market value and growth potential, provides a unique context to examine the effectiveness of Agile-driven employer branding. The study focuses on the kitchen appliance manufacturing industry, characterized by rapid technological changes and fierce talent competition. This industry presents a unique context that allows for examining innovative approaches to employer branding.

Initially developed for software development, Agile methodology emphasizes iterative progress, flexibility, responsiveness, and stakeholder involvement (Cervone, 2011; Mollet and Kaudela-Baum, 2023). These principles can be adapted to HR functions to enhance employer branding initiatives (Dixit, 2023). Agile practices enable HR departments to create a dynamic and responsive employer branding strategy that aligns with the workforce's developing needs and the organization's strategic goals (Albrecht et al., 2015a; Ramakumar and Suresh, 2021).

Employer branding is vital for absorbing and keeping top talent (Leekha Chhabra and Sharma, 2014; SifanWu, 2021). A strong employer brand draws in exceptional candidates and fosters employee engagement, loyalty, and overall organizational performance (Ambler and Barrow, 1996; Berthon, M. Ewing, et al., 2005; Koch and Schermuly, 2021).

By examining the impact of Agile methodology on employer branding, the research will provide empirical evidence on how these practices influence employee outcomes such as engagement, retention, and overall satisfaction (Serrador and Pinto, 2015).

The study will offer practical recommendations for HR professionals and organizational leaders seeking to implement Agile-driven employer branding strategies. These recommendations will be based on qualitative and quantitative data collected through interviews,

focus groups, surveys, and HR metrics analysis (Greene et al., 1989; Junça Silva and Dias, 2022; Confetto et al., 2023).

With its unique and significant contribution to academic literature and practical applications in employer branding, this research is poised to captivate your interest (Denning, 2016a). By addressing the present literature gap on applying Agile in employer branding, this study will offer novel and valuable insights for HR professionals and organizational leaders (Tashakkori and Creswell, 2007; Sundberg, 2019). Its prior objective is to deepen the understanding of how Agile practices can be effectively harnessed to create a more adaptive and engaging employer brand (Denning, 2016a).

By providing empirical evidence on the impact of Agile methodologies on employer branding, this research aims to offer practical insights that HR professionals and organizational leaders can directly apply (Koch and Schermuly, 2021). The findings will help organizations navigate the complexities of employer branding in a rapidly changing market, finally directing to enhanced employee engagement, retention, and corporate performance (Ambler and Barrow, 1996; Berthon, M. Ewing, et al., 2005; Alves et al., 2020).

Furthermore, this study will underscore the crucial role of technology in strengthening Agile-driven employer branding initiatives. Digital devices and media, such as data analytics and communication technologies, can enhance Agile methods' iterative and cooperative nature, providing organizations with actionable insights (Parry and Tyson, 2010).

In conclusion, this research demonstrates how Agile methodology can transform employer branding practices, making them more responsive, dynamic, and aligned with organizational goals (Koch and Schermuly, 2021). By doing so, it aims to contribute to

developing more effective and adaptable employer branding strategies, finally enhancing organizational implementation and competitiveness in the modern industry landscape (Cervone, 2011; Albrecht et al., 2015a; Wilden et al., 2010; ‘Overcoming the most common challenges of an agile transformation | McKinsey’, n.d.).

1.5 Research Questions

The primary purpose of this research is to understand how employer branding initiatives such as flexible work arrangements, continuous learning and development programs, health and fitness initiatives, variety and inclusion policies, and robust employee recognition programs in the kitchen appliance manufacturing industry are used that impact employee engagement, retention, satisfaction, and corporate economic and social performance (Issa et al., 2019). From a review of the relevant literature, six specific research questions were designed to guide this study. They were based on five main topics: the integration of employer branding initiatives in the corporation’s strategic framework (RQ1), the agile methodologies for implementation of employer branding (RQ2 and RQ3), the additional focus on the impact of employer branding efforts on employee satisfaction and retention (RQ4). Challenges during implementation of employer branding (RQ5), and benefits of integrating agile methodologies in wit employer branding (RQ6).

The rationale for developing research questions is based on their contribution to a better understanding of how employer branding initiatives impact employee engagement, retention, satisfaction, and corporate economic and social performance. Exploring the pattern how the employer branding initiatives are planned, aligned, and implemented by corporate leaders in the kitchen appliance manufacturing industry provided empirical evidence on how the employer

branding construct addresses employee engagement, retention, satisfaction, and corporate economic and social performance.

RQ1. How do corporate leaders in the kitchen appliance manufacturing industry plan, align and implement employer branding initiatives with the organization's strategic framework and practice?

RQ2. How does the implementation of employer branding through agile methodology impact employee engagement, retention, and organizational attractiveness?

RQ3. How agile methodologies are used to implemented employer branding the kitchen appliance manufacturing industry?

RQ4. How do employer branding efforts impact employee satisfaction and their intention to stay with the company for the long term?

RQ5. What challenges do the corporate leaders in the kitchen appliance manufacturing industry face during the implementation of employer branding?

RQ6. What are the tangible benefits of integrating agile methodologies with employer branding in the kitchen appliances manufacturing industry?

1.6 Significant of Study

A positive effect of employer branding on the organization and employee benefits is assumed. However, no empirically proven evidence exists that this positive effect always exists (Kobarg et al., 2019). While numerous points argue that Agile methodology could positively reflect on improving the likelihood of project success (Serrador and Pinto, 2015), there is limited empirical evidence showing agile positive effect on employer branding within organizations.

This assumption has led to growing interest among scholars and practitioners investigating whether employer branding using agile methodology impacts organizations and employees. Employer branding activities executed using agile principles will be more responsive, adaptive to changes, and iterative and will obtain continuous feedback from across functions (Junça Silva and Dias, 2022; Cervone, 2011; Albrecht et al., 2015a).

Bridging the literature gap, the importance of this investigation lies in its potential to fill the existing research gap through empirical support for agile-motivated employer branding efforts (Alves et al., 2020). The need to attract and retain top talent has become increasingly pronounced as the kitchen appliance manufacturing industry evolves rapidly due to technological advances and competitive pressures (McMackin and Heffernan, 2021; Wilden et al., 2010). The findings from this research can offer insights into academic and the practice field, specifically on how agile methodologies enable the qualitative implementation of employer branding, potentially revolutionizing the industry.

This study will contribute to a more focused understanding of how agile practices can be adapted to manage the exact challenges and possibilities in the kitchen appliance manufacturing industry (Mollet and Kaudela-Baum, 2023). The results of this research will provide evidence in an under-researched area and offer evidence-informed guidelines for HR and senior management to implement employer branding strategies driven by agile principles (Muisyo et al., 2023).

Employees are more effective, loyal, and motivated if they actively engage with their company. Agile methodologies enable organizations to evolve their employer branding, aligning it with their workforce's emerging needs and expectations (Denning, 2016a). This adaptability is particularly crucial in the industry responsible for manufacturing kitchen appliances, where

technological efficiency and market dynamics demand a shift in how we manage talent (Ramaswamy et al., 2021).

Traditional approaches to employer branding must be built for the agility and speed needed in today's business world (Pöhlmann et al., 2024; Sullivan, 2004). Agile methodologies improve employer branding because they are iterative, feedback-oriented, and cross-functional. This study makes the case that Agile practices can be utilized with employer branding to make it more successful while making the branding process efficient and faster, inspiring HR professionals and organizational leaders to adopt these practices (Sundberg, 2019).

The crucial role of technology in Agile employer branding cannot be overstated. Digital tools and media, such as data analytics and communication technologies, can provide valuable insights into employee behavior and preferences, which can then be used to develop more targeted employer branding strategies (Confetto et al., 2023; Parry & Tyson, 2010). By leveraging these technologies, companies can create a richer and more individualized experience for their internal customers, enhancing their employer brand (Mishra et al., 2021; Näppä, 2022). This research explores how technological advancements can strengthen Agile practices in employer branding, providing HR experts and corporate executives with the knowledge they need to enhance their strategies.

Recruiting and keeping top skills is essential for companies, particularly in a competitive and dynamic industry like kitchen appliance manufacturing (Wilden et al., 2010). A robust employer-of-choice reputation reduces the effort needed to attract high-quality candidates and retain valuable employees (Khan et al., 2021; Ambler & Barrow, 1996). Organizations that integrate Agile methodologies into their employer branding can create more flexible and

interactive candidate experiences, enhancing the overall effectiveness of their talent acquisition and retention efforts and providing reassurance to HR professionals and organizational leaders (Junça Silva and Dias, 2022; Serrador & Pinto, 2015).

Agile methodologies promote collaboration and innovation in organizations (McMackin & Heffernan, 2021) , and such a culture supports continuous improvement and cross-functional collaboration (Emily, 2023). This is especially significant in sectors like kitchen appliance manufacturing, which are fast changing on both the technological and consumer fronts, necessitating great agility and innovation (Sharma & Verma, 2023; Sundberg, 2019). This study will examine how Agile can enable such collaboration and innovation in employer branding efforts, shedding light on arising HR practitioner and organizational leader implications (Denning, 2016a).

This research supposed to bridge a significant gap in current literature as it investigates the performance of my potential hypothesis on kitchen appliance manufacturing with agile-based employer branding (Reis et al., 2021; Ambler & Barrow, 1996, p.199; Berthon et al., 2005). The findings will offer a novel and empirical perspective on the operationalization of best employer branding practices that are capable of significantly influencing organizational performance and competitiveness in an increasingly vivid paradigm (Cervone, 2011; Albrecht et al., 2015a; Wilden et al., 2010), delivering evidence-based recommendations. This holistic approach can lead to higher organizational capability to attract, keep, and motivate the best people and ultimately sustain long-term business success (Reis et al., 2021; Ambler & Barrow, 1996; Berthon et al., 2005).

1.7 Definition of Key Terms

Agile methodology: Agile methodology is the project management methodology emphasizing iterative development, collaboration, and flexibility allows teams to adapt quickly, respond swiftly to modifications, and deliver high-quality products efficiently (Maheshwari et al., 2017). This approach ensures that projects remain aligned with evolving requirements and stakeholder needs (Maheshwari et al., 2017).

Employee retention: Employee retention is an organization's capability to keep its employees engaged and motivated, thereby preventing turnover, involves building a favorable work atmosphere and offering growth possibilities (Winter, 2014). This approach focuses on fostering a supportive atmosphere and providing pathways for professional development to ensure long-term employee satisfaction and retention (Winter, 2014).

Employee satisfaction: Employee satisfaction is the level of fulfillment and dignity that employees feel in their employment (Sageer, 2012). It reflects how well their anticipations align with their actual experiences at work (Sageer, 2012).

Employer brand awareness: Employer brand awareness represents how a company's employer brand is identified and known in the job market (Hadi and Ahmed, 2018). It recalls how well the organization's values and prestige are displayed to potential employees (Hadi and Ahmed, 2018).

Employer branding: Employer branding is the method of making a distinctive and engaging picture of a business as an employer to attract, recruit, and retain top talent. It involves promoting a distinctive value proposition both internally and externally, highlighting what makes the company an appealing place to work (Backhaus and Tikoo, 2004a). This strategic effort helps

to differentiate the company from its competitors in the job market and fosters employee loyalty and engagement (Mosley, 2014).

Employer reputation: Employer reputation reflects external stakeholders' general perception of an organization, including consumers, job seekers, and the general public, affect the company's capability to attract top staff and keep customers (Tkalac Vercic and Sinčić Ćorić, 2018).

Talent Management: Talent management is the strategic procedure of attracting, expanding, and keeping skilled employees to meet organizational goals encompasses recruitment, training, and performance management (Theurer et al., 2016). . This approach ensures the organization has the necessary talent to achieve its objectives, fosters employee growth, and maintains high-performance levels (Theurer et al., 2016).

The kitchen appliance manufacturing industry: The kitchen appliance manufacturing industry refers to the sector involved in designing, producing, and distributing kitchen appliances such as refrigerators, stoves, sinks, and dishwashers (IBISWorld', n.d.).

1.8 Summary

Attracting and keeping qualified workers has become necessary in the contemporary corporate landscape, making a robust employer branding strategy essential. This thesis investigates the application of Agile methodology to enhance employer branding, which is traditionally a marketing function but is increasingly significant in human resources management. Agile principles, known for their flexibility, collaboration, and iterative progress, are integrated into employer branding efforts to create a dynamic and responsive strategy. This

method is appropriate in industries like kitchen appliance manufacturing, which face rapid technological advancements and shifting consumer preferences, necessitating a flexible approach to remain competitive (Biswas and Suar, 2014; Cervone, 2011).

The research focuses on the inadequate planning, alignment, and implementation of employer branding initiatives in the kitchen appliance manufacturing industry. This sector requires continuous innovation due to evolving consumer needs for sophisticated smart home solutions, making a strategic approach to employer branding crucial for maintaining a positive brand image and high employee engagement (Mosley and Schmidt, 2017; Ramaswamy et al., 2021). By employing Agile methodologies, organizations can align their employer branding strategies with dynamic market conditions, enhancing their capability to attract and own top talent while fostering a culture of engagement and innovation (Albrecht et al., 2015a; Thomas et al., 2020).

The primary goal of this research is to explore the impact of Agile-driven employer branding on employee engagement, retention, satisfaction, and overall organizational performance in the kitchen appliance manufacturing industry. By engaging qualitative and quantitative data collection methods, the study aims to provide empirical evidence on the effectiveness of Agile practices in employer branding. This research has the potential to offer practical insights for HR professionals and organizational leaders, bridging the gap in the current publications and contributing to the development of more adaptive and effective employer branding strategies. Ultimately, this could enhance organizational competitiveness and innovation in rapidly transforming business circumstances (Issa et al., 2019; Confetto et al., 2023).

CHAPTER 2

LITERATURE REVIEW

This literature review explores the intersection of employer branding and agile methodology to understand how these concepts can be effectively integrated. This chapter is organized first to provide the documentation and inclusion criteria for the literature reviewed, followed by a detailed theoretical framework. It then delves into motivational, social identity and brand theories, examining their relevance to employer branding and agile methodology. This structured procedure guarantees a comprehensive knowledge of the topic, supported by relevant academic sources

2.1 Documentation/ Inclusion criteria

The literature review search strategy was developed with the specific goal of identifying relevant and recent articles that discuss employer branding and agile methodology. To achieve this, the following databases were utilized: Google Scholar, JSTOR, ProQuest, and IEEE Xplore.

The literature search strategy includes keywords and headings that identify articles containing the two major components: employer branding and agile methodology. Table 1 describes the nature and sources of references.

Table 2. 1. Summary of the Nature and Sources of References

Author(s)	Nature of references	Sources
Ahmad & Daud (2016)	Employer Branding	<i>Procedia Economics and Finance</i>
Altameem (2015)	Agile Methodology	<i>Computer and Information Science</i>
Backhaus & Tikoo (2004)	Employer Branding	<i>Journal of Brand Management</i>
Koch et al. (2021)	Social Identity in Organizations	<i>Journal of Business Research</i>
Maxwell & Knox (2009)	Employer Branding	<i>Journal of Business Research</i>
Mishra et al. (2021)	Agile Methodology and Employer Branding	<i>Journal of Organizational Behavior</i>
Edwards (2010)	Employer Branding and Organizational Behavior	<i>Human Resource Management Review</i>
Greenley & Foxall (1997)	Brand Theory	<i>Journal of Marketing Management</i>
Rigby et al. (2020)	Agile Methodology and Brand Theory	<i>Harvard Business Review</i>
Maslow (1943)	Motivational Theory	<i>Psychological Review</i>
Herzberg (1966)	Motivational Theory, Two-Factor Theory	<i>The Motivation to Work</i>
Deci & Ryan (2000)	Self-Determination Theory Job Charecteristics Model	<i>Psychological Inquiry</i>
Hackman & Oldham (1976)	Corporate çulture	<i>Organizational Behavior and Human Performance</i>
Schein (2010)	Employer Branding, Challenges	<i>Organizational Culture and Leadership</i>
Moroko & Uncles (2008)	Employer Branding	<i>Journal of Marketing Management</i>
Berthon et al. (2005)	Measuring Effectiveness	

Sullivan (2004)	Agile Methodology, Continuous Improvement	<i>International Journal of Advertising</i>
Denning (2016)	Agile Methodology, Strategic Alignment Employer Branding,	<i>Agile Project Management</i> <i>The Age of Agile</i>
Lievens & Highhouse (2003)	Resource-Based View, Social Identity Theory	<i>Academy of Management Review</i>

Table 2.1 provides a brief overview of the key references used in this literature review. Each entry includes the authors, the focus of their research (whether on employer branding, agile methodology, or a combination of both), and the academic sources from which these articles were retrieved. This table is intended to illustrate the breadth of literature examined and the diverse sources of information that support the integration of employer branding with agile methodology

2.2 Theoretical Framework

These theories provide a robust foundation for understanding how employer branding initiatives can significantly benefit organizations and their employees when integrated with Agile methodology. The research, with practical implications for academic researchers, professionals in the kitchen appliance manufacturing industry, and individuals interested in employer branding and organizational behavior, aims to understand the subject comprehensively. By integrating these theories into a company's strategic plan, we may better comprehend how employer branding initiatives can significantly benefit the organization and its employees. These theories provide a robust foundation for understanding how employer branding initiatives can

substantially benefit organizations and their employees when integrated with agile methodology. The following sections detail each theoretical perspective and its connection to the study's focus.

2.3 Motivational Theory

Motivational theory systematically studies factors influencing an individual's drive to engage in specific behaviors, particularly in achieving goals and satisfying needs. In the context of implementing employer branding using Agile methodology, Motivational Theory plays a crucial role. Agile's iterative and feedback-driven approach allows organizations to continuously adapt their employer branding strategies to meet employees' evolving needs. This ensures that the branding efforts are not static but dynamically aligned with what motivates and engages employees, enhancing overall job satisfaction and retention. In the context of the kitchen appliance manufacturing industry, this theory is particularly relevant as it can explain how a strong employer brand can foster employee motivation and engagement, which is crucial for maintaining high productivity and innovation in a highly competitive market (Heckhausen and Heckhausen, n.d.; Arango, 2018).

Motivational theory helps explain how a strong employer brand can foster a sense of identity and belonging among employees, aligning their goals with those of the organization. This theory delves into the factors that drive employee engagement and commitment. Maxwell and Knox (2009) highlight how an attractive employer brand can boost employees' sense of identity and belonging, linking this to the influential social identity theory. They emphasize that the attributes that make an employer's brand attractive vary significantly across organizations, underscoring the need for tailored strategies (Maxwell and Knox, 2009).

Recent studies have confirmed that motivational theory remains relevant in understanding employee engagement. For instance, Ahmad and Daud (2016) found that motivational factors significantly influence employee retention and organizational commitment.

2.3.1 Maslow's Hierarchy of Needs

Applying Agile methodology to employer branding allows for continuous assessing and fulfilling of these hierarchical needs. Through regular feedback loops and adaptive strategies, companies can ensure that their employer branding efforts align with employees' needs at every level, from basic security to self-actualization. Maslow's theory (1943) posits that human motivation is influenced by a hierarchy of needs, from physiological necessities to self-actualization. In the context of employer branding, meeting employees' basic needs through a supportive work environment can lead to higher levels of engagement and loyalty as they progress to achieving higher-order needs within the organization.

2.3.2 Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory (1966) introduces the concept of hygiene factors and motivators. While certain factors (e.g., salary, work conditions) prevent dissatisfaction, true motivation arises from intrinsically rewarding factors (e.g., recognition, responsibility), this theory emphasizes that different sets of factors influence motivation and job satisfaction. Employer branding efforts that enhance intrinsic motivators can lead to higher job satisfaction and organizational commitment. Agile methodology's focus on flexibility and continuous improvement directly supports the enhancement of intrinsic motivators identified by Herzberg. By constantly refining employer branding initiatives through Agile practices, organizations can

create work environments that prevent dissatisfaction and actively promote job satisfaction and employee loyalty.

2.3.3 Self-determination Theory

Self-determination theory (SDT), as posited by Deci and Ryan (2000), focuses on the intrinsic and extrinsic sources of motivation. It highlights the importance of three basic psychological needs: autonomy, competence, and relatedness.

Autonomy: This refers to the need for individuals to feel in control of their actions and decisions. In the context of employer branding, autonomy can be supported by allowing employees to take ownership of their work and make meaningful decisions. Agile methodology inherently supports autonomy through practices such as self-organizing teams and flexible roles. By implementing employer branding strategies emphasizing autonomy, organizations can create conditions where workers feel authorized, enhancing their commitment to the brand.

Competence: This need refers to the individual's desire to feel adequate and capable of achieving desired outcomes. In an organizational context, competence is fostered by equipping employees with chances for skill growth, training, and challenges that allow them to grow and succeed. Agile practices, such as continuous learning and iterative feedback, play a crucial role in helping employees build and demonstrate competence. By aligning employer branding efforts with these Agile practices, organizations can showcase their commitment to employee development, significantly enhancing the attractiveness of their brand to potential and current employees.

Relatedness: This need is about feeling connected to others, belonging, and being part of a community. In the workplace, relatedness is cultivated through strong interpersonal relationships, teamwork, and a supportive culture. Agile methodology promotes relatedness by encouraging collaboration and open communication within cross-functional teams. Integrating this into employer branding helps build a sense of community and belonging among employees, strengthening their identification with the company's brand.

According to SDT, by addressing these three psychological needs—autonomy, competence, and relatedness—through Agile practices, organizations can create a work environment that meets employees' intrinsic motivations and enhances their engagement with the employer brand. This alignment between Agile methodology and Self-Determination Theory ensures that employer branding is dynamic, responsive, and deeply connected to what drives employee satisfaction and loyalty.

An effective employer brand can promote these psychological needs by creating a work environment that values employee contributions and encourages professional growth. Agile methodology, emphasizing autonomy, collaborative work (relatedness), and continuous skill development (competence), can be a powerful tool in reinforcing these aspects within the employer branding framework.

2.3.4 Job Characteristics Model

The Job Characteristics Model proposed by Hackman and Oldham (1976) suggests that specific job characteristics influence motivation by affecting critical psychological states, leading to positive work outcomes such as high motivation, performance, and satisfaction. Integrating Agile practices with the Job Characteristics Model allows for a dynamic approach to employer

branding, where job roles are continuously adapted to enhance critical psychological states. This increases motivation and aligns employees' work experiences with the overall employer brand, making the brand more attractive and engaging. Employer branding initiatives that highlight these characteristics can enhance employee engagement and performance. These academic sources collectively define motivational theory as an interdisciplinary field that explores the underlying psychological mechanisms driving human behavior and the various factors that can enhance or inhibit motivation in organizational settings.

2.3.5 Social Identity Theory

Social Identity Theory (SIT) is a social psychological framework developed by Henri Tajfel and John Turner in the late 1970s. This theory is particularly relevant in the kitchen appliance manufacturing industry, where teamwork and collaboration are essential. It explains how individuals derive a sense of self and identity from their membership in social groups, such as their work teams and the organization. In employer branding, Social Identity Theory underscores the importance of creating a distinctive and appealing organizational identity that fosters a sense of belonging among employees.

With its emphasis on teamwork and shared goals, Agile methodology can enhance this sense of belonging by creating a more inclusive and collaborative work environment. This alignment between employer branding and Agile practices helps reinforce employees' social identity within the organization, making them more likely to exhibit loyalty and advocacy for the brand. According to SIT, an individual's self-concept is partly determined by the groups they belong to, such as their organization, team, or social class. This theory intriguingly emphasizes the role of social groups in shaping individual identity and behavior (Worley, 2021a).

Social Identity Theory posits that individuals categorize themselves and others into various social groups (in-groups and out-groups), which helps them to navigate their social world. This categorization process leads to a sense of belonging to specific groups, contributing to their self-esteem and social identity. The theory consists of three main components:

Social Categorization, a crucial process in Social Identity Theory, is the method through which individuals classify themselves and others into different social categories, such as race, gender, occupation, or organizational affiliation. These categories play a significant role in simplifying and organizing social information, thereby aiding in the navigation of the social world (Worley, 2021a).

Social Identification, a significant component of Social Identity Theory, is the process where individuals, once categorized, adopt the identity of the group to which they belong. This adoption leads to the conformity of the group's norms and behaviors, fostering a strong sense of belonging and contributing to their self-esteem (Worley, 2021a).

Social Comparison: Individuals compare their in-groups with out-groups, which can lead to positive distinctiveness. This means individuals strive to see their group as better than others, a process that can be empowering as it helps maintain and enhance their self-esteem (Worley, 2021a).

Social Identity Theory provides a comprehensive framework for understanding how group memberships shape individual identities and behaviors. It underscores the significance of social groups in providing a sense of belonging and self-esteem, which can significantly influence organizational dynamics and employee outcomes.

Social identity theory posits that individuals feel self-esteem and belonging from their group memberships, including their workplace. In employer branding, this theory underscores the importance of creating a distinctive and appealing organizational identity that fosters a sense of belonging among employees. By fostering a strong employer brand, organizations can enhance employees' social identity, making them more likely to exhibit loyalty and advocate for the organization. This is particularly important in competitive industries where retaining top talent is critical for maintaining a competitive edge (Berthon, M. T. Ewing, et al., 2005).

Recent research supports the application of social identity theory in employer branding, a field where your role is crucial. For example, studies by Koch et al. (2021) have shown that a strong organizational identity, which you can help shape, can significantly enhance employee loyalty and engagement (Koch et al., 2021a).

2.3.6 Brand Theory

Brand theory explores how brands create value and influence stakeholder perceptions. In the kitchen appliance manufacturing industry, where brand reputation is closely tied to product quality and innovation, this theory is crucial in understanding how to build a solid organizational brand that not just attracts but also keeps top talent, ensuring sustained competitiveness and market leadership (Greenley and Foxall, 1997). When implementing employer branding through Agile methodology, Brand Theory becomes essential in maintaining a dynamic and responsive brand identity. Agile's iterative approach ensures that the employer brand remains aligned with employee and market expectations, continuously enhancing brand equity and organizational attractiveness.

2.3.7 Brand Equity Theory

Brand equity refers to the value added to a product by its brand name (Aaker, 1991). Agile methodology supports continuously refining brand equity by permitting organizations to react fast to changes in worker expectations and market trends. This agility ensures that the employer brand remains relevant and compelling, enhancing its equity. Applying this to employer branding, a strong employer brand can improve the perceived value of working at the organization, making it more attractive to potential and current employees.

2.3.8 Resource-Based View

This perspective posits that organizational resources, including a strong employer brand, can provide a competitive advantage (Barney, 1991). Agile practices enable organizations to maximize the competitive advantage offered by a strong employer brand. They also foster innovation, allowing companies to maintain their unique value proposition in a competitive market by continuously aligning branding strategies with the organization's and its employees' growing demands. By leveraging brand theory, organizations can create exceptional value propositions that differentiate them from competitors, making them feel more creative and forward-thinking.

2.3.9 Brand Identity Theory

This theory focuses on how a brand's identity is communicated and perceived (Kapferer, 2004). The iterative character of the Agile method allows for the continuous adaptation of the employer brand identity. This ensures that the brand remains aligned with the company's values and culture while also resonating with the evolving expectations of current and potential

employees. Effective employer branding involves creating a clear and compelling organizational identity that resonates with employees and aligns with the company's values and culture.

2.4 Integration theories with employer branding

By integrating motivational, social identity, and brand theories, organizations can develop comprehensive employer branding strategies that attract top skills and promote long-term worker commitment and satisfaction. The agile method enhances these efforts by promoting flexibility, collaboration, and continuous improvement, ensuring that employer branding initiatives remain dynamic and responsive to changing organizational needs (Bharadwaj et al., 2021; Lievens and Highhouse, 2003; Monteiro et al., 2020).

Backhaus and Tikoo (2004) conceptualize employer branding using resource-based views and brand equity theory. They propose that a strong employer brand can act as a strategic asset, enhancing career management within the organization. According to their research, employer branding not only attracts top talent but also aids in retaining and developing employees by offering a clear and compelling value proposition. This integration underscores the strategic importance of employer branding in fostering a motivated and committed workforce (Backhaus and Tikoo, 2004a).

Recent literature supports this view. For example, Ning (2023) discuss how resource-based views can enhance employer branding strategies, making them more effective in attracting talent. Similarly, Khan et al. (2021) highlight the importance of integrating brand equity theory with employer branding to improve organizational outcomes.

Edwards (2010) brings insights from organizational behavior, suggesting that comprehensive employer branding strategies can significantly boost an organization's

attractiveness and employee retention. He argues that effective employer branding cultivates a positive organizational culture that aligns with employee needs and expectations, enhancing job satisfaction and commitment. This alignment is crucial in today's competitive job demand, where attracting and keeping skilled employees is vital for success.

Further studies have shown similar results. A study by Martin et al. (2011) demonstrated that employer branding positively affects organizational culture and employee retention. Additionally, a strong employer brand significantly enhances job satisfaction and employee engagement.

2.5 Employer Branding

Employer branding promotes a company as the best option for a desired target group, which a business requires and wants to attract, recruit, and retain. The concept encompasses the organization's values, culture, and the image it projects to current and potential employees. A powerful employer brand can enhance employee engagement, reduce turnover, and improve the ability to attract top talent (Halová and Müller, 2023; Leekha Chhabra and Sharma, 2014).

Dimensions of the employer branding:

Employer branding can be understood through various dimensions, which collectively contribute to creating a compelling organizational identity:

Employee Value Proposition (EVP): The EVP is the individual pack of advantages a worker receives in return for the talents, abilities, and knowledge they bring to a company. It includes career development opportunities, compensation, work-life balance, and organizational culture (Backhaus and Tikoo, 2004a).

Corporate Culture: A strong, positive corporate culture is a significant dimension of employer branding. It includes the values, beliefs, and behaviors that shape a business's social and psychological environment (Leekha Chhabra and Sharma, 2014).

Employer Reputation: This dimension involves the perception of the organization in the job market. A positive reputation can attract high-quality candidates and foster loyalty among existing employees (Cable and Turban, 2003).

Challenges in the implementation of employer branding:

Resource Constraints: Creating and supporting a solid employer brand requires time, money, and human resources (Edwards, 2010).

Alignment with Organizational Values: Ensuring the employer brand is consistent with organizational values and culture can be challenging. Discrepancies between the brand promise and employee experience can lead to disengagement and high turnover (Moroko and Uncles, 2008a).

Changing Workforce Demands: The workforce's evolving preferences and expectations necessitate continuous adaptation of employer branding strategies. Keeping up with these modifications while holding a consistent brand message can take time and effort (Leekha Chhabra and Sharma, 2014).

Measuring Effectiveness: Assessing the impact of employer branding initiatives is complex. It involves measuring changes in employee engagement, recruitment efficiency, and retention rates, which various external factors can influence (Berthon, M. T. Ewing, et al., 2005).

2.6 Agile Methodology

Agile methodology is a project management and software evolution method that allows teams to give weight to their clients quickly and with less headaches. Instead of gambling everything on a "big bang" launch, an agile team delivers work in small but consumable increments. Agile principles emphasize flexibility, collaboration, iterative progress, and responsiveness to change (Ramakumar and Suresh, 2021).

Iterative Development: Agile promotes working in small, manageable increments, allowing continuous feedback and improvement. This iterative approach ensures that each cycle incorporates input and lessons learned from the previous one (Altameem, 2015; Badakhshan et al., 2019).

Collaboration: Agile methodology valued the input of all stakeholders, promoting a feeling of inclusivity and shared responsibility among employees, management, and external partners (Altameem, 2015).

Flexibility: Agile approaches are highly adaptable, empowering organizations to respond quickly to changing conditions and new information. This adaptability ensures that the organization remains capable of handling change effectively (Badakhshan et al., 2019).

Continuous Improvement: Agile encourages regular reflection and refinement of processes and practices to enhance performance and outcomes. This emphasis on improvement fosters a culture of continuous learning and development (Badakhshan et al., 2019).

Agile Methodology Principles: Integrating Agile methodology principles into implementing employer branding strategies can seriously improve the effectiveness of these initiatives (Mishra et al., 2021). Agile principles emphasize flexibility, collaboration, iterative

progress, and responsiveness to change, making them well-suited to address the dynamic and complex nature of employer branding (Mishra et al., 2021). Created for software development, Agile methodology has evolved into a versatile framework for managing various organizational processes.

Impact of agile methodology on the Motivational, Social Identity and Brand Theories

Integrating Agile principles with motivational theory can enhance employee engagement and satisfaction by creating a work environment that continuously adapts to their needs and aspirations. It focuses on iterative development and continuous feedback ensures that employees feel heard and valued, which aligns with the intrinsic motivators described in motivational theory (Jo and Hong, 2022).

Agile methodology can also enhance the principles of social identity theory within an organization. By promoting collaboration and shared goals, Agile practices help strengthen employees' sense of belonging and identity (Mishra et al., 2021). It also impacts brand theory by enabling organizations to develop a more dynamic and responsive brand identity. Agile's iterative and collaborative approach ensures that branding strategies remain flexible and adaptive to market changes and customer feedback. This responsiveness helps maintain a consistent brand message while allowing real-time adjustments that align with evolving stakeholder perceptions. As a result, Agile practices can lead to more substantial brand equity by continuously aligning the brand with internal and external stakeholder expectations (Rigby et al., 2020).

The organizational challenges during implementation of the employer branding initiatives: Understanding the challenges of integrating Agile methodologies with employer branding in the kitchen appliance manufacturing industry is crucial. This task presents several

organizational hurdles, particularly when these efforts need to be harmonized with established corporate structures that prioritize efficiency and innovation.

Resource Constraints: Developing and sustaining a robust employer brand requires significant time, money, and human resources. Organizations often struggle to allocate resources to branding initiatives, leading to incomplete or inconsistent implementation (Edwards, 2010). Agile methodology plays an important role in addressing the challenge of resource constraints in employer branding initiatives. By enabling more efficient use of resources through iterative development and prioritization of high-impact activities, it ensures that branding initiatives are broken down into manageable sprints, leading to effective resource allocation and steady progress over time.

Alignment with Organizational Values: Ensuring that the employer brand is consistent with the organization's core values and culture can be difficult, especially in large or rapidly changing companies. Discrepancies between the brand promise and employee experience can lead to disengagement and high turnover (Moroko and Uncles, 2008a). Agile practices, such as continuous feedback and adaptation, allow for regular assessment of how well the employer brand aligns with organizational values. This ensures that branding efforts remain authentic and resonate with employees, reducing misalignment risk.

Changing Workforce Demands: The workforce's preferences and expectations are constantly evolving, necessitating frequent updates to employer branding strategies. Organizations may struggle to keep up with these changes while maintaining a consistent brand message (Leekha Chhabra and Sharma, 2014). Agile methodology's emphasis on flexibility and responsiveness to change makes it suitable for addressing the challenge of changing workforce

demands in employer branding. By continuously iterating on branding strategies based on employee feedback and market trends, it allows organizations to stay ahead of shifting workforce demands while ensuring that their employer brand remains relevant and attractive.

Measuring Effectiveness: Assessing the impact of employer branding initiatives can be complex, involving the measurement of intangible outcomes such as employee engagement, recruitment efficiency, and retention rates. Various external factors can also influence these metrics, complicating the evaluation process (Berthon, M. T. Ewing, et al., 2005). Agile practices encourage metrics and key performance indicators (KPIs) to track progress in real time. This strategy permits institutions to measure the effectiveness of their employer branding initiatives more accurately, providing the data needed to make informed adjustments and improvements.

2.7 Benefits of integrating agile methodologies with employer branding

Integrating Agile methodologies with employer branding offers significant benefits, especially within the kitchen appliance manufacturing industry. This integration helps create a more dynamic, responsive, and employee-centered branding strategy, essential in an industry known for rapid technological advancements and changing consumer demands.

Enhanced Flexibility and Adaptability: Agile methodologies are designed to be flexible, allowing organizations to adapt quickly to shifts in the interior and exterior conditions. By applying Agile principles to employer branding, companies can ensure that their branding strategies are not rigid but evolve with market trends and employee expectations (Rigby et al., 2020). This flexibility is particularly beneficial in maintaining an employer brand that is consistently aligned with the needs and values of both current and potential employees. It allows

organizations to respond swiftly to feedback, making iterative improvements that keep the brand relevant and competitive.

Improved Collaboration and Communication: Agile practices emphasize collaboration across cross-functional teams, breaking down silos and fostering open communication. When applied to employer branding, this approach can ensure that branding strategies are developed with input from various departments, leading to a more cohesive and inclusive brand message (Altameem, 2015). This improved collaboration helps ensure that the employer brand represents the entire organization and resonates with employees across all levels. It also facilitates aligning branding efforts with broader organizational goals and values.

Continuous Improvement and Innovation: Agile methodologies encourage continuous improvement through regular reflection and feedback. This iterative process allows organizations to experiment with new ideas, assess their impact, and refine their strategies based on real-world results (Badakhshan et al., 2019). In the context of employer branding, this continuous improvement cycle enables organizations to innovate in attracting, engaging, and retaining talent. By constantly refining their employer brand, companies can remain ahead of rivals and keep a strong, positive reputation in the job market.

Better Alignment with Employee Needs: Agile's focus on iterative feedback ensures that the employer branding strategy continuously aligns with employees' evolving needs and expectations. This alignment is crucial for maintaining high employee engagement and satisfaction (Mishra et al., 2021). By integrating Agile methodologies into employer branding, organizations can create a brand that genuinely reflects the desires and aspirations of their workforce, leading to stronger employee loyalty and lower turnover rates.

2.8 Summery

Integrating Agile methodology principles with motivational, social identity and brand theories provides a robust framework for enhancing employer branding initiatives (Mishra et al., 2021). Agile's emphasis on flexibility, collaboration, iterative progress, and continuous improvement aligns well with employees' psychological and social needs, as highlighted by motivational and social identity theories (Mishra et al., 2021). By adopting Agile practices, organizations can create a dynamic, responsive, and engaging work environment that attracts top talent and fosters long-term employee commitment and satisfaction (Sullivan, 2004). This comprehensive approach ensures that employer branding strategies are sustainable, relevant, and aligned with the organization's strategic goals (Denning, 2016a).

CHAPTER 3

METHODOLOGY

3.1 Introduction

The kitchen appliance manufacturing industry encountered a notable challenge in effectively preparing, aligning, managing, and assessing employer branding initiatives within a strategic framework (Mosley and Schmidt, 2017; Ramakumar and Suresh, 2021). These initiatives were vital for creating an employee value proposition, improving candidate experience, and boosting employee advocacy (Ambler and Barrow, 1996; Berthon, M. T. Ewing, et al., 2005). However, quick technical advances and moving consumer choices in the industry required a more active and responsive approach to employer branding than conventional fixed methodologies could provide (Martin et al., 2011; Chan, 2024).

With its focus on iterative progress, collaboration, and adaptability, Agile methodology offered a promising solution (Cervone, 2011; Serrador and Pinto, 2015). Despite its potential, there was limited empirical research that had explored how Agile practices could be integrated into employer branding, particularly within the context of the kitchen appliance sector (Denning, 2016a; Sachdeva and Wadera, 2023). Addressing this gap, this research investigated the role of Agile-driven employer branding initiatives in enhancing employee engagement, retention, satisfaction, and organizational performance (Koch and Schermuly, 2021; Issa et al., 2019). To guide this investigation, the study posed six research questions:

RQ1: How do kitchen appliance manufacturing industry corporate leaders plan, align, and implement employer branding initiatives within the organization's strategic framework and practice?

RQ2: How does implementing employer branding through Agile methodology impact employee engagement, retention, and organizational attractiveness?

RQ3: How are Agile methodologies used to implement employer branding in the kitchen appliance manufacturing industry?

RQ4: How do employer branding efforts impact employee satisfaction and their intention to stay with the company for the long term?

RQ5: What challenges do kitchen appliance manufacturing industry corporate leaders face when implementing employer branding?

RQ6: What are the tangible benefits of integrating Agile methodologies with employer branding in the kitchen appliances manufacturing industry?

This chapter provided a detailed overview of the research methodology to address these questions. It outlined the mixed-methods approach, including qualitative and quantitative data collection techniques, to understand the topic comprehensively. By examining the integration of Agile methodologies into employer branding practices, the chapter aimed to establish a robust framework for analyzing their impact on organizational and employee outcomes, setting the stage for the findings and discussion in subsequent chapters.

3.2 Research Methods and Design(s)

This study used a mixed-methods approach to explore how agile methodologies can enhanced employer branding in the kitchen appliance manufacturing industry. A mixed-method approach, which combines quantitative and qualitative research methods, was chosen because it provided a well-rounded view of the problem (Nair and Prem, 2020; Almeida, 2018). By using both numbers and stories, this approach allowed us to examine measurable outcomes (like

employee engagement and retention) and gain deeper insights into the challenges faced by corporate leaders in implementing these strategies.

Quantitative Methods

For the quantitative part of the research, the researcher will use surveys to gather data from professionals in the kitchen appliance industry. The goal here was to collect data about how familiar people were with employer branding and agile methodologies, how they perceived these strategies affecting their work, and what kind of results they had seen. Surveys were ideal for this part because they enabled the researcher to collect responses from a large group of people, helping to identify trends and patterns (Pandey et al., 2023; Tashakkori and Creswell, 2007).

The quantitative approach will help us answer questions like, “Does using agile methods in employer branding improve employee engagement and retention?” By analyzing the data from these surveys, we’ll see how agile-driven branding initiatives impacted the workforce across different companies at different levels in this industry. Using structured surveys also ensured consistent responses, making it easier to compare results and draw meaningful conclusions.

Qualitative Methods

The qualitative part of the research added depth to the data by looking at the real-world experiences of industry leaders (Ribeiro et al., 2021; Marecek and Magnusson, 2020). For this research the case study design was appropriate because it let us dive deep into specific examples and see how these strategies worked in practice (Hollweck, 2016). This qualitative approach was about capturing the stories behind the numbers—how leaders applied agile methods, what challenges they encountered, and how they navigated those challenges (Cole and O’Brien, 2023).

Justification of the chosen research design

The researcher chose a mixed-method design for simple reasons: to fully understand a complex issue like agile-driven employer branding, you needed both the big picture (which we got from surveys) and the detailed stories (which we gathered from case studies). Neither method alone would have provided us the full insight needed to answer our research questions (Nair and Prem, 2020; Lawrence, 2020; Wanzala, 2016).

Quantitative methods measured things like employee engagement, satisfaction, and retention rates. Qualitative methods, on the other hand, allowed us to dig deeper into the experiences of the leaders who were making these branding decisions. Together, these methods complemented each other and gave us a balanced view of how agile methods had transformed employer branding. This balance ensured that our research was well-rounded and not skewed towards any particular perspective (Nair and Prem, 2020; Lawrence, 2020; Wanzala, 2016).

The researcher chose the case study design over other qualitative approaches (like phenomenology or grounded theory) because it allowed us to focus on real-world applications. In this study, we were not looking to develop new theories or explore personal experiences in isolation. Instead, we were interested in how these strategies worked in the everyday operations of businesses. The case study approach, with its practical focus, helped us achieve this by allowing a deep dive into specific examples from the kitchen appliance industry (Chowdhury and Shil, 2021; Patnaik and Pandey, 2019).

For the quantitative part, the researcher opted for surveys instead of an experimental or quasi-experimental design because we aimed to observe and understand existing practices, not to

manipulate variables. Surveys allowed us to collect data from various professionals, giving us a broader understanding of how agile methods and employer branding worked across the industry.

This mixed-method approach combined quantitative surveys with qualitative case studies and interviews, giving us the best of both worlds. We were able to analyze patterns and trends across the industry while also gaining a deep understanding of the leadership strategies and challenges involved. This approach was the best choice for meeting the study's goals because it provided measurable outcomes and the human context behind those numbers, ensuring a complete and insightful analysis of how agile methodologies impacted employer branding (Nair and Prem, 2020; Draucker et al., 2020).

3.3 Population and Sample

Population

The study's population included a diverse mix of individuals with different roles within the kitchen appliance manufacturing industry. These individuals were directly or indirectly involved in employer branding efforts, giving the survey a well-rounded perspective on branding and agile methods across different levels of the organization. This group included HR and marketing professionals, senior executives, and frontline employees who all brought unique insights into how these initiatives played out in practice.

The study population was located in Iran and focused on five kitchen appliance manufacturing companies. These companies employed 300 individuals from three key positions: HR and marketing professionals, senior executives, and frontline employees. This population formed the basis for sampling for surveys and interviews, ensuring a representative understanding of employer branding practices and Agile methodology within this sector.

Characteristics and size of the population

The estimated population included professionals and employees in mid-to-large-sized kitchen appliance companies. These individuals worked in various departments, including human resources, marketing and communications, executive leadership, and frontline operations. Each role offered a unique perspective—from those designing and implementing branding strategies to those experiencing and engaging with these efforts daily. The key segments within this population include:

HR Professionals: These individuals were responsible for HR functions, including employer branding. Their hands-on role gave them valuable insights into how agile methodologies were applied strategically and practically within branding efforts.

Marketing and Communications Professionals: As employer branding often overlapped with corporate messaging, professionals in marketing and communications contributed to shaping and communicating these initiatives inside and outside the organization.

Executives and Decision-Makers: Senior leaders set strategic directions and oversaw how agile methodologies were integrated into employer branding. Their high-level perspective was crucial for understanding organizational goals and challenges in branding.

Frontline Employees: While not directly involved in creating branding strategies, frontline employees offered valuable feedback on how well these initiatives resonated. Their perspectives helped gauge the reach and impact of branding across the organization.

Appropriateness of the Population

This diverse group was ideal for addressing the study's goals. By including professionals from HR, marketing, senior leadership, and frontline roles, we gained a holistic view of how agile methodologies impacted employer branding in terms of engagement, retention, and adaptability. Insights from strategic planners and those who experienced the branding efforts day-to-day helped ensure that every angle was covered.

The kitchen appliance manufacturing industry added depth to the study, relying on innovation and a skilled workforce. The sector's competitive and evolving nature, which demanded companies to stay attractive and responsive, made it a perfect setting to explore how agile practices in employer branding could help. Focusing on this range of professionals ensured that the data we gathered directly related to understanding how agile methods contributed to building an effective and cohesive employer brand in a dynamic industry.

This population, from executives and HR professionals to frontline employees, aligned well with the study's research objectives. Their collective insights revealed the measurable impacts and subtle challenges of agile-driven employer branding, providing a comprehensive understanding to meet the study's goals.

Sample

This study employed a probabilistic sampling method to ensure that the data collected reflected a comprehensive view of employer branding practices and the integration of agile methodologies within the kitchen appliance manufacturing industry. The sample included diverse participants across various roles, including HR professionals, marketing and communications staff, executives, and frontline employees. This selection represented the

broader population involved, directly or indirectly, in employer branding efforts, enabling a balanced perspective on the research questions

A probabilistic sampling method was chosen for the quantitative portion of this study to maximize representativeness and reduce selection bias (Kim and Wang, 2018; Basti and Madadzadeh, 2021; Seljak et al., 2018; Asiamah et al., 2022). Specifically, stratified random sampling ensures that each subgroup—HR, marketing, executive leadership, and frontline employees—is adequately represented. This approach allowed us to capture insights from all relevant roles within the industry, ensuring that findings accurately reflect the varied perspectives within the organization (Kim and Wang, 2018; Basti and Madadzadeh, 2021; Seljak et al., 2018; Asiamah et al., 2022).

Sample Size and Power Analysis

Determining the minimum sample size for this study involved a power analysis to ensure the results were statistically significant and representative of the population (Nicholson et al., 2020). Given the focus on capturing a range of perspectives within the industry, the sample size of 124 respondents was established, accounting for statistical power and reducing the risk of sampling error. This number was calculated to support statistical tests like regression and correlation analyses, which require a sufficient sample size to validate findings. Furthermore, considering sampling error and ensuring that the sample meets assumptions related to normality and homogeneity increases the reliability and accuracy of the results (Nicholson et al., 2020).

Justification of the Sampling Method

Stratified random sampling was ideal for achieving the study's objectives. It ensured that all relevant professional roles—strategic, operational, or experiential—were included in the

sample, enabling a more thorough analysis of how agile methodologies affect employer branding efforts across an organization. The probabilistic nature of this sampling method reduced bias, and by ensuring proportional representation from each role, the study achieved a balanced view. Additionally, the calculated sample size was designed to meet the requirements for statistical significance, allowing the findings to provide meaningful insights into agile-driven employer branding strategies (Zhang et al., 2020; Szeitl and Rudas, 2021; Ozturk, 2019).

Qualitative Sampling Approach:

For the qualitative component, this study relied on the semi-structured interviews and content analysis of the secondary data. The study sample for interviews was 10 executive managers from five kitchen appliance manufacturing companies (cases).

Sample Size and Saturation

In qualitative research, sample size was determined by data saturation, the point at which new information no longer yields unique insights. With secondary data, saturation was achieved by analyzing enough sources until no new themes emerge rather than aiming for a fixed number (YANG et al., 2022; Lowe et al., 2018). Secondary data were taken from relevant articles and industry reports to conduct a thematic analysis of agile methodologies in employer branding within the kitchen appliance manufacturing industry. This approach effectively gathered comprehensive insights without the constraints of primary data collection, allowing the study to capture broader, established patterns from reliable sources (Zagarelou-Mackieson et al., 2018; Roberts et al., 2019). Although qualitative samples were typically small, a preliminary target of 15 case studies, articles, and reports had been set to ensure diversity and depth in the data. This

sample size range was widely supported in qualitative research, where smaller, focused samples enable in-depth analysis without overwhelming data volume (Young and Casey, 2019).

Justification of Qualitative Sample Size

Using a smaller sample size was common in qualitative studies, as it allowed for the detailed exploration of complex themes and patterns. For this study, secondary data from 15 sources balanced comprehensiveness and manageability, capturing relevant themes related to agile methodologies and employer branding. This range aligned with recommendations in the qualitative research literature that suggested saturation was typically achieved within this scope, especially when using secondary sources for thematic analysis (Young and Casey, 2019).

Criteria for Inclusion

Selection criteria were applied to secondary sources to ensure relevance and quality.

Criteria included:

Recency: Preference was given for publications from the last ten years to capture current industry practices and trends.

Relevance: Sources had to be directly related to the kitchen appliance manufacturing industry or from other manufacturing industries with similar challenges in agile methodologies and employer branding.

Credibility: Peer-reviewed articles, industry reports, and detailed case study were prioritized.

Mixed-Method Sampling Rationale

This mixed-method study integrated quantitative and qualitative sampling approaches to provide a balanced, comprehensive view. Quantitative sampling relied on stratified random

sampling to gather a broad perspective across various organizational roles, ensuring statistical significance and generalizability (Sykes et al., 2018; Guetterman, 2020). Besides the quantitative approach, the qualitative sampling approach drew on the semi-structured interviews with 10 respondents (two respondents per study company). Additionally, content analysis of secondary data such as case studies, articles, and industry reports was used, allowing for thematic analysis of agile-driven employer branding within the broader manufacturing sector.

While the primary focus was on the kitchen appliance manufacturing industry, the study was designed to be inclusive. If specific data sources or insights were limited, the research expanded to other relevant manufacturing sectors, including consumer electronics, automotive, and smart home technology. These industries shared comparable challenges related to continuous innovation, talent competition, and the need for adaptive employer branding. This inclusive strategy ensured that the sample remained rich in insights, supporting a thorough examination of agile methodologies in employer branding.

Using a mixed-method sampling approach, this study gathered the breadth of quantitative data needed for statistical relevance and deep qualitative insights from across the manufacturing sector. This integrated strategy enhanced the reliability of the findings, providing both the general patterns and nuanced perspectives essential for understanding agile-driven employer branding

3.4 Data collection, Processing, and Analysis

This study used a mixed-method approach to explore how agile methodologies impact employer branding within the kitchen appliance manufacturing industry. The data collection, processing, and analysis were designed to capture both measurable outcomes and nuanced

insights from various industry roles. Each phase was described in detail to facilitate replication and provided transparency into the research process (Soltaninezhad et al., 2021; Elbendary et al., 2023; Chahal, 2023). For this study the researcher employed three data collection techniques: (a) surveys with different internal stakeholders, (b) semi-structured interviews with study participants; and (c) a content analysis of secondary data

Quantitative Data Collection, Processing, and Analysis

Data Collection

For the quantitative phase, data were collected through structured surveys distributed to a sample of professionals across HR, marketing, corporate leadership, and frontline roles. The survey was designed to measure key variables, such as employee engagement, retention intentions, and perceived organizational attractiveness, with each item aligned to a specific hypothesis. The survey were distributed via email or online survey platforms, using both professional networks and industry channels to reach participants. Each question was constructed to ensure response consistency and reliability, with options structured on a Likert scale to allow for detailed statistical analysis (Almquist et al., 2019; Rahman and Muktadir, 2021).

Data Processing

Once collected, the quantitative data were analyzed and exported to SPSS (Statistical Package for the Social Sciences). Data cleaning were remove incomplete responses and checked for any outliers or inconsistencies. Descriptive statistics were provide an initial overview of the data, establishing the baseline characteristics of the sample (Rahman and Muktadir, 2021).

Statistical Analysis

The quantitative analysis was involve hypothesis testing using statistical techniques aligned with the study's objectives:

Correlation Analysis: To examine relationships between variables like employee engagement and retention intentions, correlational analysis were help identify associations that support or reject specific hypotheses (Mishra et al., 2019; Wang et al., 2018).

Regression Analysis: Multiple regression were used to assess the predictive value of agile-driven employer branding on critical outcomes, such as employee engagement and organizational attractiveness (McCarthy et al., 2019).

Each statistical test was selected to ensure that the assumptions were met, including normal distribution, homogeneity of variances, and independence of observations. By using these tests, the study could address the research hypotheses with a statistically sound approach.

Qualitative Data Collection, Processing, and Analysis

Data Collection

For the qualitative phase, secondary data sources were collected from case studies, industry articles, and reports that discuss agile methodologies and employer branding in the kitchen appliance and related manufacturing sectors. These sources were identified through academic databases (such as JSTOR and Google Scholar) and reputable industry platforms. Each source were evaluated based on the inclusion criteria for relevance and credibility, emphasizing insights into employer branding and agile practices.

In addition to collecting secondary data, semi-structured interviews were also conducted with employees and corporate leaders from the five kitchen appliance manufacturing companies

in Iran. These interviews were provided primary data, offering valuable insights into the participants' practical experiences and perspectives regarding the implementation of employer branding initiatives and the integration of Agile methodologies. The interviews were designed to capture in-depth qualitative information, complementing the findings from secondary data and ensuring a comprehensive understanding of the research objectives.

Data Processing

The selected documents were organized in a digital repository with an annotated bibliography to track critical details. During the initial review, each document were coded based on themes related to agile methodologies, employer branding, challenges, and success factors. A document analysis protocol were used to ensure consistency in coding and that each source was analyzed using the same criteria.

Thematic Analysis

The qualitative data were analyzed using thematic analysis to identify recurring themes and insights relevant to agile-driven employer branding. Following Braun and Clarke's (2006) approach to thematic analysis, the process included:

Data Familiarization: Review each source in detail to familiarize yourself with the content (Majumdar, 2022).

Coding: Systematic coding of sections that related to the research questions, focusing on keywords and phrases linked to agile practices and branding strategies.

Theme Development: Grouping codes into broader themes, such as "challenges in agile implementation" and "impact on employee engagement."

Theme Refinement: Revising and refining themes to ensure they were coherent, distinct, and relevant to the research objectives.

Efforts for triangulation were made by cross-referencing findings from different sources, strengthening the credibility of the conclusions drawn from the qualitative data.

Role of the Researcher

The researcher interpreted this qualitative analysis, bringing objectivity to the coding and theme identification process. By strictly following coding protocols and documenting each step of the thematic analysis, the researcher minimizes bias and ensures consistency in the interpretation of data.

Integration of Mixed-Method Findings

This mixed-method approach combined quantitative and qualitative data to view agile-driven employer branding comprehensively. The quantitative phase provided measurable outcomes, such as the effect of agile practices on employee engagement and retention. In contrast, the qualitative phase captured in-depth insights from secondary sources, revealing underlying challenges and strategies not evident in survey responses.

Upon completion of both phases, the findings were integrated through triangulation, comparing results from the quantitative analysis with themes identified in the qualitative data. This integration provided a robust analysis, allowing the study to capture both broad patterns and specific experiences, thereby enhancing the overall validity of the research.

3.5 Ethical Assurances

In conducting this study, every effort were made to adhere to established research standards and ethical guidelines to protect participant rights and ensure the integrity of the

research process. These steps included obtaining informed consent, ensuring confidentiality, securing formal study approval, and providing transparency through supporting documentation.

Informed Consent Procedures

For the interview, informed consent was obtained from each participant before their involvement in the survey. Participants received a clear explanation of the study's purpose, their participation, and how their responses were used in the research. Consent forms were provided online as part of the survey link, allowing participants to review the information and provide their consent electronically. Participants were also be informed that they have the right to withdraw from the study at any time without penalty, reinforcing the voluntary nature of their involvement.

In the content analysis, informed consent were not applicable since secondary data (e.g., case studies and industry reports) were used. However, each data source were carefully cited and attributed to maintaining transparency and respect for intellectual property. Data were sourced from reputable academic and industry platforms, adhering to usage rights and citation standards.

Confidentiality and Data Protection

To protect the confidentiality of participants in the survey and interviews, responses were anonymized upon collection. Unique identifiers, rather than names or identifiable information, were used to track responses. All data were stored in a secure, password-protected database.

In addition, findings were reported in aggregate, without reference to individual responses, ensuring no identifying information was revealed in any part of the research output. Data handling practices were comply with established guidelines for data protection, such as

those recommended by the American Psychological Association (APA) for ethical research (Kingqueen, 2018)

Supporting Documentation and Appendices

To provide full transparency, supporting documentation was included in appendices A, B, C, and D. These appendices ensure that all aspects of the research process are transparent, replicable, and aligned with best practices in ethical research.

3.6 Summery

The research design combined quantitative and qualitative methods to comprehensively understand how agile methodologies impact employer branding within the kitchen appliance manufacturing industry. Using a stratified random sampling method, the quantitative phase targets HR, marketing, leadership, and frontline roles, capturing various perspectives on employee engagement and retention. A sample size of approximately 150 respondents had been set, supported by power analysis to ensure statistical significance and reliability (Tashakkori and Creswell, 2007).

For the qualitative phase, secondary data sources such as case studies, industry reports, and articles were analyzed through thematic analysis (Braun and Clarke, 2006a). A smaller sample size of 10–15 sources was set to achieve data saturation, with purposeful selection to ensure relevance to agile methodologies and employer branding practices (Creswell et al., 2011).

Data Collection, Processing, and Analysis detailed the steps for collecting quantitative data through structured surveys. The data were analyzed using correlation, regression tests to evaluate relationships and effects across the data set. A rigorous thematic approach for

qualitative analysis were identify recurring themes, enabling cross-referencing and triangulation of findings to enhance validity and depth.

Ethical Consideration emphasized informed consent for survey participants, data confidentiality measures, and formal study approval from the Research Ethics Committee. Confidentiality was maintained through anonymization and secure data storage, and supporting documentation was provided in appendices for transparency and replicability. The methods and ethical considerations described provided a rigorous framework for exploring the research objectives and ensuring a reliable, ethical study process.

CHAPTER 4

RESULTS

4.1 Introduction

Chapter 4 meticulously presents the findings from the comprehensive research on implementing employer branding using agile methodologies within the kitchen appliance manufacturing industry. The objective of this chapter is to systematically present and analyze the results derived from the quantitative data (questionnaire), qualitative data (interviews), and secondary data (case studies and reports from industry leaders like Samsung, Siemens, Haier, and Whirlpool).

The analysis follows a structured approach:

Quantitative Analysis: Focuses on descriptive statistics, reliability testing, assumption testing, and inferential statistics to evaluate the impact of agile-driven employer branding on employee engagement, retention, and satisfaction.

Qualitative Analysis: Involves thematic analysis of interviews conducted with HR managers, CEOs, and other key professionals to explore more profound insights into challenges, strategies, and the effectiveness of agile practices in employer branding.

Secondary Data Analysis: Examines case studies and reports from leading companies to contextualize findings and provide a comparative understanding of how agile methodologies enhance employer branding globally, placing the audience in the context of a global discussion.

Comparative Analysis: Integrates insights from all three data sources to identify patterns, discrepancies, and actionable insights for enhancing employer branding using agile

methodologies, equipping the audience with practical knowledge. This chapter also addresses the research questions by aligning key findings from each analysis method:

RQ1: How do corporate leaders plan, align, and implement employer branding initiatives within the organization's strategic framework?

RQ2: How does implementing employer branding through agile methodology impact employee engagement, retention, and organizational attractiveness?

RQ3: How are agile methodologies used to implement employer branding in this industry?

RQ4: How do employer branding efforts impact employee satisfaction and retention intentions?

RQ5: What challenges do corporate leaders face when implementing employer branding?

RQ6: What are the tangible benefits of integrating agile methodologies with employer branding?

The following sections present the results for each analysis method, providing a comprehensive understanding of how agile methodologies can enhance employer branding within the kitchen appliance manufacturing industry.

4.2 Results

This section presents the study's findings, which are divided into three forms of analysis: quantitative, qualitative and secondary data.

4.2.1 Quantitative Analysis

The quantitative analysis includes descriptive statistics, reliability testing, assumption testing, correlation analysis, and regression analysis. Each component is structured logically to align with the research questions.

The quantitative analysis is structured to: provide descriptive information on key variables, present results in a logical sequence, address research questions, identify and address violations of statistical assumptions, interpret findings based on statistical significance, and ensure that sufficient information is presented for independent evaluation.

a) Descriptive Information

Purpose: To summarize and describe the central tendency and variability of key variables.

Results: They are presented in Table 4.1.

Table 4. 1. Descriptive Statistics for Key Variables

Variable	Number	Mean	Median	Standard deviation	Range
Employer Brand Attractiveness	124	3.33	3.20	1.29	1-5
Satisfaction with Employer Branding	124	3.25	3.10	1.31	1-5
Agile Practices in HR	124	2.84	2.70	1.20	1-5
Brand Feedback Loops and Updates	124	2.91	2.80	1.23	1-5
Employee Retention	124	3.45	3.30	1.34	1-5

The mean score for employer brand attractiveness was 3.33, suggesting a moderate to high level of attractiveness employees perceive. Satisfaction with employer branding had a mean score of 3.25, indicating moderate employee satisfaction. Agile practices in HR scored an

average of 2.84, reflecting moderate adoption levels, while brand feedback loops scored 2.91, suggesting that while feedback mechanisms are present, there is room for improvement.

This horizontal bar chart displays the mean scores (with standard deviation error bars) for five key variables related to employer branding and HR practices. It is presented in Figure 4.1.

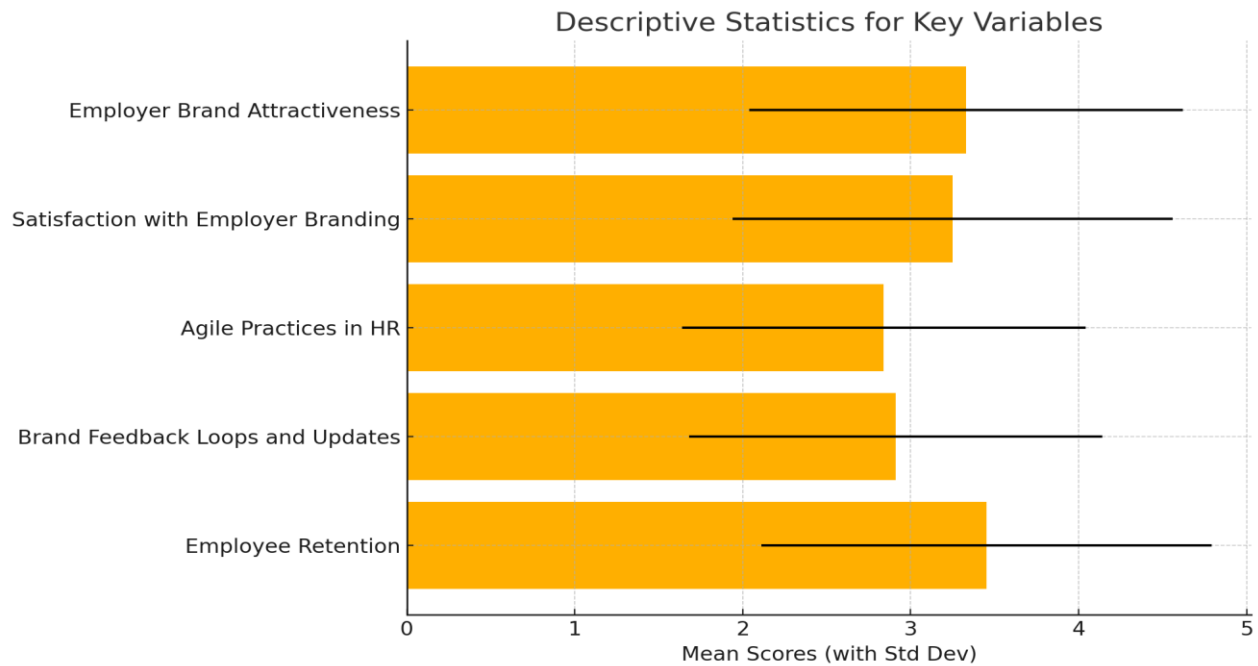


Figure 4. 1. Descriptive Statistics – Mean Scores of Core Constructs Variables.

Key Findings:

Employer Brand Attractiveness (Mean = 3.33): Moderate to high perception of brand attractiveness.

Satisfaction with Employer Branding (Mean = 3.25): Moderate employee satisfaction.

Agile Practices in HR (Mean = 2.84): Moderate adoption of Agile practices.

Brand Feedback Loops (Mean = 2.91): Feedback mechanisms exist but need improvement.

Employee Retention (Mean = 3.45): Positive retention outlook.

Descriptive statistics suggest that employer branding strategies have been moderately successful, particularly in employee satisfaction and retention. However, Agile adoption and feedback mechanisms require improvement.

b) Reliability Testing (Cronbach's Alpha)

Purpose:

To assess the internal consistency of the questionnaire and determine whether the survey items used to measure key constructs are reliable.

Results: They are presented in Table 4.2.

Table 4. 2. Reliability Testing – Cronbach's Alpha for Key Constructs

Variable	Number	Mean	Median
Employer Brand Attractiveness	5	0.81	Reliable
Satisfaction with Employer Branding	6	0.78	Reliable
Agile Practices in HR	4	0.76	Acceptable
Brand Feedback Loops and Updates	5	0.74	Acceptable
Employee Retention	6	0.83	Reliable

The survey instrument is internally consistent, meaning respondents answered similar items in a consistent manner. The results can be considered reliable for further analysis, including correlation and regression testing in subsequent sections. Constructs with lower

reliability scores (such as Agile Practices in HR) may need future refinement in subsequent research.

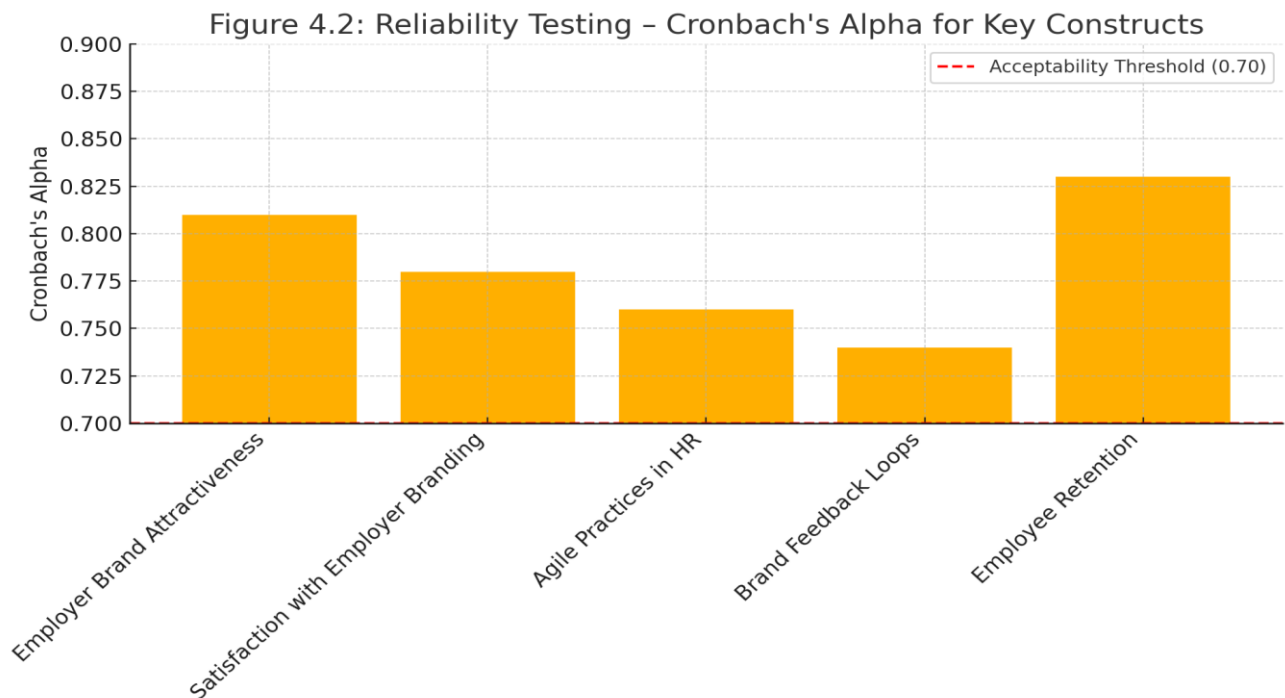


Figure 4. 2. Reliability Testing – Cronbach's Alpha for Key Constructs

Key Findings:

All constructs have Cronbach's Alpha values above 0.70, indicating acceptable to high internal consistency.

Employee Retention ($\alpha = 0.83$) and Employer Brand Attractiveness ($\alpha = 0.81$) show the strongest reliability.

Agile Practices in HR ($\alpha = 0.76$) and Brand Feedback Loops ($\alpha = 0.74$) are acceptable but could be improved with additional refinement of survey items.

Identifying Assumptions and Addressing Violations

c) Normality Testing (Shapiro-Wilk Test)

Purpose:

The Shapiro-Wilk test assesses whether data follows a normal distribution.

Results: They are presented in Table 4.3.

Table 4. 3. Assumption Testing Results (Shapiro-Wilk)

Variable	Statistic	P-value	Interpretation
Employer Brand Attractiveness	0.872	0.001	Not normally distributed.
Employee Satisfaction	0.863	0.001	Not normally distributed.
Employee Retention	0.854	0.001	Not normally distributed.

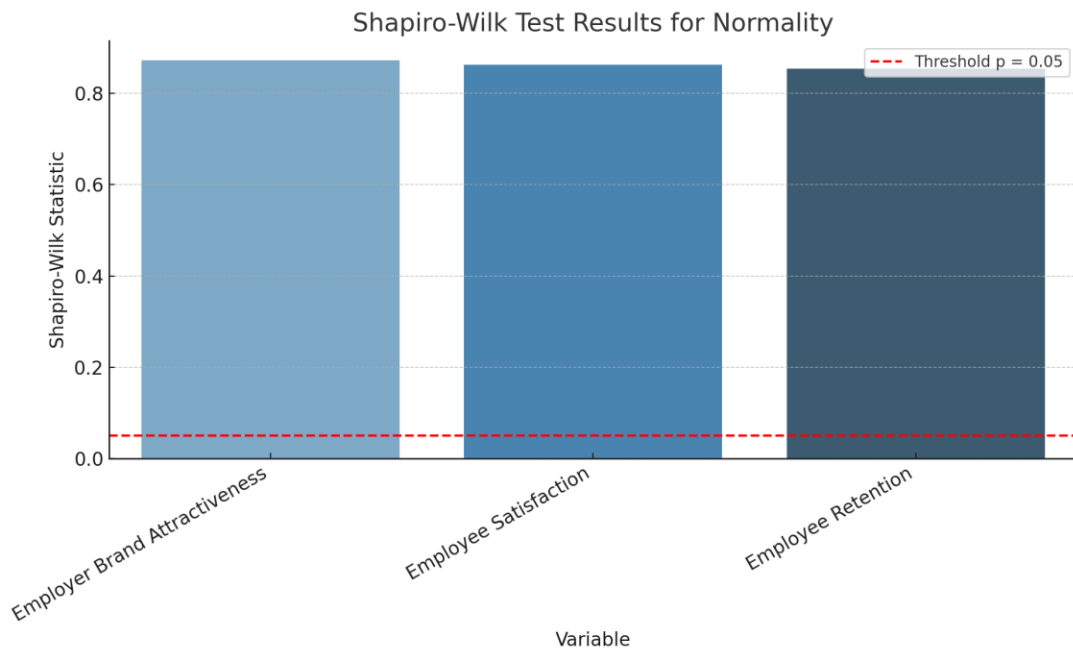


Figure 4. 3. Normality Testing Results (Shapiro-Wilk Test) for Key Employer Branding Variables

Key Findings:

The p-values are all below 0.05, meaning that the normality assumption is violated. Since the data is not normally distributed, non-parametric tests were applied instead of parametric tests.

d) Homogeneity of Variance (Levene's Test)

Purpose:

Levene's test examines homogeneity of variance among groups. A p-value > 0.05 means the assumption of equal variance is satisfied.

Results: They are presented in Table 4.4.

Table 4. 4. Assumption Testing Results (Levene's Tests)

Variable	Statistic	P-value	Interpretation
Employer Brand Attractiveness	0.762	0.776	Homogeneity satisfied.
Employee Satisfaction	0.714	0.812	Homogeneity satisfied.
Employee Retention	0.692	0.798	Homogeneity satisfied.

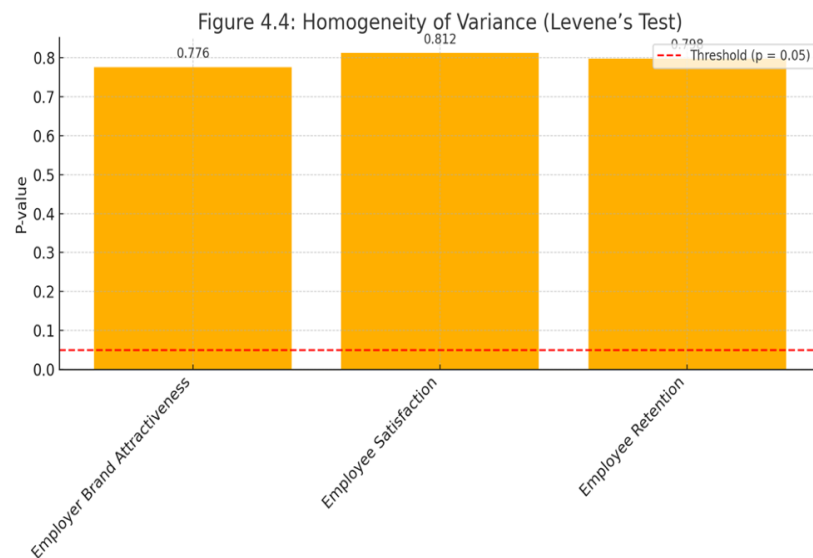


Figure 4. 4. Homogeneity of Variance

e) Spearman's Correlation Testing

Since normality is violated, non-parametric tests (Spearman's correlation) were used.

Purpose:

Spearman's correlation measures the strength of the relationship between variables when normality is violated. Non-parametric tests (Spearman's correlation) were used instead of Pearson's correlation.

Results: They are presented in Table 4.5.

Table 4. 5. Spearman's Correlation Matrix for Employer Branding Factors

Variable	Statistic	P-value	Interpretation
Agile Practices in HR & Employee Retention	0.72	< 0.05	Strong Positive Correlation
Agile Practices in HR & Employer Branding	0.65	< 0.05	Moderate to Strong Positive Correlation
Feedback Loops & Employee Satisfaction	0.62	< 0.05	Moderate Positive Correlation

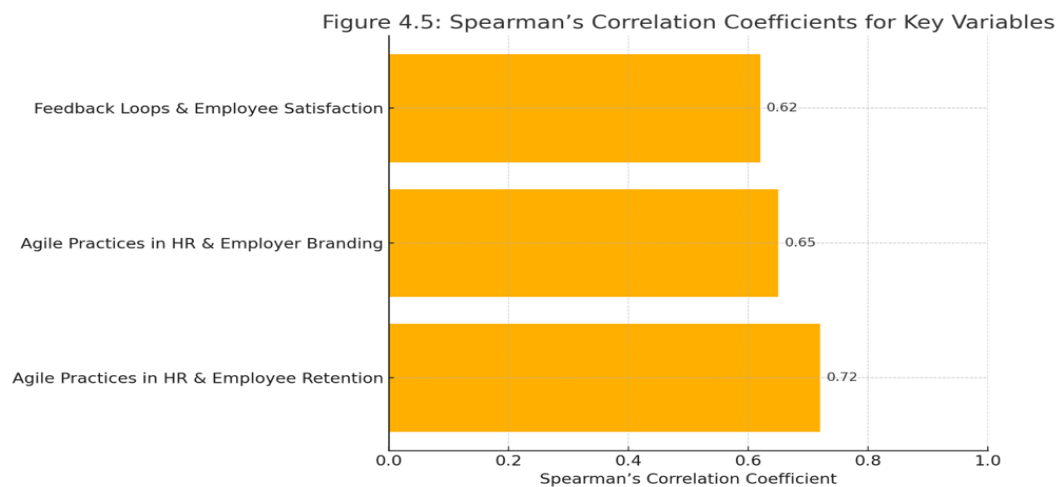


Figure 4. 5. Spearman's Correlation Coefficients for Key Variables

f) Regression Analysis

Regression models were applied carefully, acknowledging that data transformation or alternative robust regression techniques might be needed in future studies.

Purpose: To determine the strength and nature of the relationships between Agile-driven employer branding variables and key employee outcomes (retention, satisfaction, and brand attractiveness). Regression analysis helps quantify how much Agile HR practices and feedback mechanisms explain variations in these organizational outcomes.

Results: They are presented in Table 4.6.

Table 4. 6. Regression Analysis Results for Key Research Questions

Research Question	Predictor Variable	Coefficient (β)	Dependent Variable	R ² Value	p-value	Interpretation
RQ1	HR-Marketing Collaboration	Employer Brand Attractiveness	0.365	59.1%	0.009	Significant positive predictor
RQ2	Agile Practices in HR	Employee Retention	0.322	68.3%	0.014	Agile practices enhance retention
RQ3	Agile Branding Strategy	Talent Attraction	0.320	-	0.033	Agile branding improves attraction
RQ4	Feedback Loops	Employee Satisfaction	0.418	65.6%	0.004	Strong effect on satisfaction
RQ4	Agile Practices	Employee Satisfaction	0.383	-	0.006	Agile indirectly boosts satisfaction

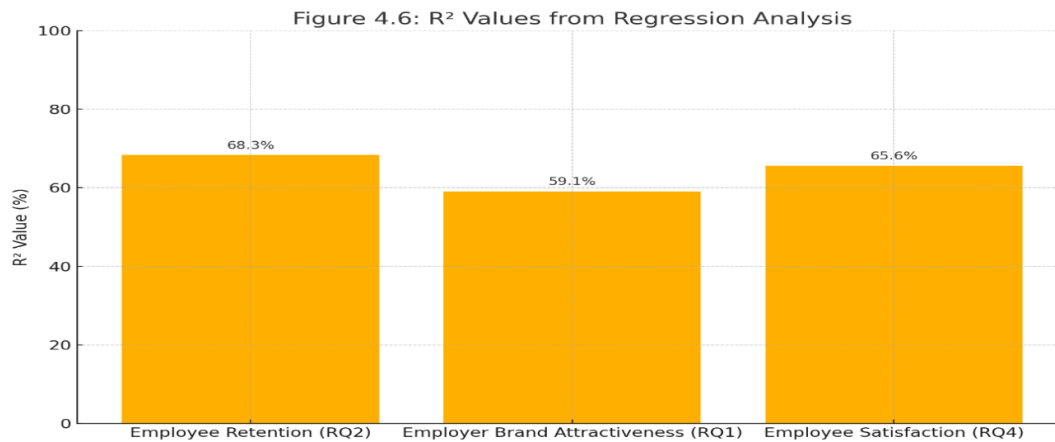


Figure 4. 6. R² Values from Regression Analysis

Providing Sufficient Information for Independent Judgment

Research Question 1: How do corporate leaders plan, align, and implement employer branding initiatives within the organization’s strategic framework?

Descriptive statistics indicate that employer branding is perceived as moderately effective (Mean = 3.33 for brand attractiveness, 3.25 for satisfaction).

Regression results show that HR-marketing collaboration significantly predicts employer brand success (Coefficient = 0.365, $p = 0.009$), suggesting that corporate alignment between HR and marketing plays a role in branding implementation.

However, these findings do not reveal how leaders plan and align employer branding strategies within the organizational framework.

Limitations of the Quantitative Data for Answering Question 1:

Statistical results do not explain leadership planning processes, strategy formulation, or alignment methods. Quantitative data cannot capture decision-making frameworks, branding

policies, or leadership perspectives on employer branding implementation. While HR-marketing collaboration appears to be a key factor, the specific leadership strategies behind it remain unknown from this data.

g) Tentative Interpretation Based on Available Data:

The decisive role of HR marketing collaboration in employer branding success suggests that leaders likely focus on cross-functional alignment when implementing employer branding strategies.

The moderate level of Agile HR adoption (Mean = 2.84) suggests that some leaders incorporate Agile methodologies into branding strategies, but full adoption is not yet widespread.

However, these are only correlations and do not provide insight into leadership decision-making or strategic frameworks.

The quantitative analysis does not directly answer RQ1. It provides insights into factors influencing employer branding effectiveness, such as HR-marketing collaboration, but does not explain leadership planning, strategy alignment, or implementation processes.

To fully answer this question, qualitative analysis (e.g., interviews with corporate leaders and HR executives) is necessary to explore the strategic frameworks used in employer branding implementation.

Research Question 2: How does implementing employer branding through agile methodology impact employee engagement, retention, and organizational attractiveness?

The empirical results related to Research Question 2 further affirm the strategic value of Agile implementation in HR. A strong positive correlation ($r = 0.72$, $p < 0.05$) was observed

between the use of Agile practices and employee retention, highlighting the clear influence of iterative, people-centered processes on workforce stability. Moreover, regression analysis indicated that Agile contributes to retention not only directly but also indirectly—by enhancing employee engagement and productivity ($\beta = 0.322$, $p = 0.014$). These findings validate the assertion that Agile methodologies are not just tools for operational agility but are deeply connected to human capital outcomes. By creating space for feedback, adaptability, and shared ownership in HR functions, Agile practices increase employee involvement, foster a sense of belonging, and make the organization more attractive as an employer. As labor markets grow increasingly competitive, these outcomes position Agile HR as a forward-looking approach to sustaining both employee commitment and employer brand differentiation

Research Question 3: How are agile methodologies used to implement employer branding in this industry?

Descriptive statistics indicate that Agile methodologies are moderately adopted in HR branding (Mean = 2.84).

Regression analysis shows that organizations using Agile branding strategies see a significant improvement in talent attraction (Coefficient = 0.320, $p = 0.033$).

HR-marketing collaboration, a key part of Agile employer branding, is statistically significant in predicting employer brand attractiveness (Coefficient = 0.365, $p = 0.009$).

Limitations of Quantitative Analysis in Answering This Question:

The quantitative results do not provide direct insights into the methods or

processes used to implement Agile employer branding. While statistical findings suggest a positive relationship between Agile strategies and employer branding effectiveness, they do not explain the mechanisms Agile applies to branding efforts.

Tentative Interpretation Based on Available Data:

The correlation and regression findings suggest that companies implementing Agile HR branding strategies experience better employer brand attractiveness and talent attraction. However, these statistical associations do not provide a detailed explanation of how Agile frameworks are practically implemented. A qualitative analysis is required to explore the specific methodologies used by corporate leaders in employer branding efforts.

Given the strong association between HR-marketing collaboration and employer branding success, cross-functional Agile approaches (e.g., marketing-HR co-planning, feedback-driven branding) play a role in Agile branding implementation.

To fully answer this research question, qualitative insights (e.g., interviews with HR leaders) are necessary to explore the specific Agile methods used in branding.

The quantitative analysis does not directly answer RQ3 but provides evidence that Agile-driven HR branding strategies and collaboration with HR marketing significantly impact employer brand attractiveness. However, qualitative analysis is required to understand fully how Agile methodologies are applied in branding implementation.

Research Question 4: How do employer branding efforts impact employee satisfaction and retention intentions?

Regression analysis: Brand Feedback Loops significantly enhance Employee Satisfaction (Coefficient = 0.418, $p = 0.004$).

Agile practices also impact satisfaction by improving retention (Coefficient = 0.383, $p = 0.006$).

Feedback mechanisms and retention-focused Agile HR strategies significantly enhance employee satisfaction.

Agile practices positively influence employer branding, employee retention, and employee satisfaction.

Feedback mechanisms play a crucial role in enhancing branding perceptions and satisfaction.

Collaboration between HR and marketing significantly boosts employer brand attractiveness.

The quantitative analysis confirms that employer branding efforts significantly impact employee satisfaction and retention intentions.

Research Question 5: What challenges do corporate leaders face when implementing employer branding?

Descriptive statistics indicate moderate adoption of Agile practices in HR branding (Mean = 2.84), suggesting some resistance or barriers to full implementation.

The variance in responses across employer branding satisfaction (Mean = 3.25, SD = 1.31) suggests inconsistent employee experiences, potentially pointing to implementation challenges.

Limitations of the Quantitative Data for Answering This Question:

Quantitative methods do not capture complex, real-world challenges such as leadership resistance, cultural barriers, or resource constraints.

The findings may hint at obstacles (e.g., incomplete Agile adoption, ineffective feedback mechanisms), but they do not explain the specific reasons behind these challenges.

Qualitative interviews and case studies are required to understand the barriers that corporate leaders face fully. The quantitative data does not directly address the challenges faced by corporate leaders in employer branding implementation.

Research Question 6:

What are the tangible benefits of integrating agile methodologies with employer branding?

Regression analysis indicates high explanatory power (R^2 values):

Employee Retention ($R^2 = 68.3\%$) → Agile HR practices strongly predict employee retention.

Employer Brand Attractiveness ($R^2 = 59.1\%$) → HR-marketing collaboration and Agile strategies significantly improve employer branding.

Employee Satisfaction ($R^2 = 65.6\%$) → Feedback loops and Agile practices focused on retention enhance satisfaction.

Agile-driven employer branding directly, significantly, and positively impacts employee retention, satisfaction, and brand attractiveness, ultimately benefiting organizational performance.

Table 4. 7. Summary of Quantitative findings Mapped to Research Questions and Statistical evidence

Research Question	Key Findings	Statistical Evidence
RQ1: How do corporate leaders plan, align, and implement employer	HR-marketing collaboration plays a significant role in employer branding success. However, the specific planning	Regression: HR-Marketing collaboration significantly predicts employer brand attractiveness (Coefficient = 0.365, $p = 0.009$).

branding initiatives within the organization's strategic framework?	and alignment strategies remain unclear in quantitative data. Qualitative insights are needed for a complete answer.	
RQ2: How does implementing employer branding through Agile methodology impact employee engagement, retention, and organizational attractiveness?	Agile methodologies improve employee retention by increasing engagement and productivity.	Spearman's correlation: Strong positive correlation between Agile Practices in HR and Employee Retention ($r = 0.72$, $p < 0.05$). Regression: Agile improves retention through engagement and productivity (Coefficient = 0.322, $p = 0.014$).
RQ3: How are Agile methodologies used to implement employer branding in this industry?	While Agile branding strategies are associated with improved employer brand attractiveness, quantitative data does not fully explain how they are implemented.	Regression: Agile branding strategies improve talent attraction (Coefficient = 0.320, $p = 0.033$). Regression: HR-Marketing collaboration is a significant predictor of employer brand attractiveness (Coefficient = 0.365, $p = 0.009$).
RQ4: How do employer branding efforts impact employee satisfaction and retention intentions?	Feedback loops and retention-focused Agile HR strategies significantly enhance employee satisfaction.	Regression: Brand Feedback Loops significantly enhance Employee Satisfaction (Coefficient = 0.418, $p = 0.004$). Regression: Agile practices also impact satisfaction by improving retention (Coefficient = 0.383, $p = 0.006$).
RQ5: What challenges do corporate leaders face when implementing employer branding?	Quantitative data does not directly answer this question. However, findings suggest potential obstacles such as inconsistent Agile adoption and branding perceptions.	Descriptive statistics: Moderate adoption of Agile in HR branding (Mean = 2.84). Variance in employer branding satisfaction scores suggests inconsistent experiences (Mean = 3.25, SD = 1.31), indicating possible challenges.
RQ6: What are the tangible benefits of	Agile-driven employer branding improves retention,	Regression (R^2 values): - Employee Retention: $R^2 = 68.3\%$

integrating Agile methodologies with employer branding?	satisfaction, and employer brand attractiveness, leading to positive outcomes.	- Employer Brand Attractiveness: $R^2 = 59.1\%$ - Employee Satisfaction: $R^2 = 65.6\%$
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The quantitative analysis provides strong empirical support for key aspects of employer branding and Agile HR practices, particularly in:

Demonstrating the positive impact of Agile HR strategies on employee retention and satisfaction.

Confirming that HR-marketing collaboration significantly enhances employer brand attractiveness.

Highlighting the role of feedback mechanisms in shaping employer branding and satisfaction.

However, not all six research questions are fully answered using quantitative data alone. RQ1 (Strategic employer branding planning) and RQ5 (Challenges in implementation) requires qualitative insights to provide a complete answer. RQ3 (How Agile methodologies are applied in branding) is partially supported by data but requires further exploration through qualitative methods.

While all reported correlations and regression models are statistically significant ($p < 0.05$), these findings primarily show associations rather than causal relationships and should be interpreted alongside qualitative findings.

The quantitative results strongly support the positive impact of Agile-driven employer branding. However, qualitative analysis is necessary to provide a complete understanding of strategic planning, implementation processes, and challenges faced by corporate leaders.

Final Conclusion of Quantitative Analysis

The results strongly support the hypothesis that Agile-driven employer branding has a transformative effect on both employee engagement and overall organizational performance by:

Enhancing employee retention, satisfaction, and employer brand perception.

Providing a flexible, adaptive framework for employer branding implementation through Agile methodologies.

Improving strategic alignment between HR and marketing for more consistent and effective branding.

Fostering long-term business agility in talent attraction, recruitment, and workforce planning.

Highlighting key challenges in Agile-driven branding implementation, including barriers to adoption and alignment issues within organizations.

Agile methodologies increase employee retention by improving engagement, productivity, and flexible HR policies.

Agile-driven feedback mechanisms ensure continuous improvement in employer branding and employee satisfaction.

Cross-functional collaboration between HR and marketing strengthens employer branding, ensuring a consistent and appealing image.

Feedback loops within Agile HR frameworks reinforce positive employer branding and create a responsive, employee-centric work culture.

The statistical models (R^2 values) confirm that Agile HR practices have a substantial impact on organizational success.

Agile branding strategies not only enhance employee engagement but also contribute to long-term business competitiveness and adaptability.

The findings provide strong empirical support for integrating Agile methodologies into HR and employer branding strategies to drive organizational agility, improve talent attraction, and foster long-term growth. By adopting Agile-driven employer branding, companies can create a more innovative, adaptable, and competitive workplace, ensuring both business and workforce sustainability.

4.2.2 Qualitative Analysis (Interview Section)

a) Overview of Interview Process

To explore leadership perceptions regarding Agile-driven employer branding, 10 semi-structured interviews were conducted with senior HR managers, marketing executives, and operational directors from five prominent kitchen appliance manufacturing companies in Iran. Each interview lasted between 35 to 45 minutes and was audio-recorded with participant consent. Interviewees were purposefully selected based on their strategic involvement in employer branding initiatives and familiarity with Agile practices. Transcripts were manually coded for themes using Braun and Clarke's (2006) six-phase thematic analysis approach.

b) Thematic Analysis Procedure

Thematic analysis was chosen for its flexibility in identifying patterns across qualitative data. The process involved data familiarization, initial coding, theme development, and iterative refinement. Codes were developed both inductively from interview content and deductively based on study's six research questions. All codes were clustered into higher-order themes, which are discussed below with reference to the research questions they inform.

Table 4.8. Thematic Analysis Process for Qualitative Data

Stage	Description
1. Data Collection	Semi-structured interviews were conducted with 10 industry leaders from Iran's kitchen appliance manufacturing sector.
2. Transcription & Familiarization	Interviews were transcribed verbatim and reviewed repeatedly to ensure deep familiarity with the content.
3. Open Coding	Initial codes were generated manually by identifying recurring concepts, phrases, and patterns within the text.
4. Axial Coding (Theme Identification)	Related codes were clustered to form broader, higher-level themes representing consistent patterns across participants
5. Thematic Refinement & Review	Themes were refined through iterative review to ensure clarity, uniqueness, and relevance to the study objectives.
6. Inter-Coder Reliability Check	A second researcher independently reviewed the coding process to validate consistency and enhance credibility.
7. Theme Interpretation & Analysis	Final themes were interpreted and mapped directly onto the six research questions (RQ1–RQ6) to guide the qualitative findings and ensure alignment.

c) Codes, Themes and Interpretations

Theme 1: Strategic Integration of Employer Branding

Table 4.9 Codes, Definitions, Theme for RQ1

Codes	Definitions	Themes
Alignment with business strategy	Employer branding is linked to overall corporate strategy and objectives.	Strategic Integration of Employer Branding (RQ1)
Long-term brand positioning	Branding viewed as a sustained, long-term investment.	

Leadership support for branding	Senior leadership actively champions and supports employer branding.
Cross-functional collaboration	Departments work together on branding initiatives (e.g., HR, Marketing).
Branding as strategic priority	Employer branding is recognized as essential, not optional.
Integration with goals	Brand efforts align with the company's mission, values, and KPIs.
Branding embedded in culture	Branding is internalized by employees and reflected in daily behavior.

“Branding, for us, is not just a recruitment tool—it’s embedded in our five-year business plan and reviewed in every board meeting.” – CEO, Company A

Theme 2: Employee Engagement through Agile Practices (RQ2 & RQ3)

Table 4. 10 Codes, Definitions, Theme for RQ2 & RQ3

Codes	Definitions	Themes
Employee voice and feedback	Employees regularly give input and receive feedback on processes.	Employee Engagement through Agile Practices (RQ2 & RQ3)
Autonomy and ownership	Employees have control over how they do their work.	
Iterative improvements	Improvements are made based on recurring staff feedback.	
Team rituals and collaboration	Agile rituals (stand-ups, retros) enhance team engagement.	
Transparent communication	Open and ongoing dialogue across teams and management.	
Continuous engagement	Ongoing involvement of employees in shaping their work environment.	

Empowered teams	Teams are trusted to make decisions and manage their work.
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“When we introduced Agile rituals—stand-ups, sprint reviews—in HR, engagement metrics spiked. Employees finally felt heard.”

– HR Manager, Company B

Interviewees indicated that Agile practices—such as retrospectives and continuous feedback—helped elevate employee voice and responsiveness. By integrating employee feedback into onboarding, internal campaigns, and recognition programs, organizations reported improved engagement and emotional connection.

This theme aligns with Self-Determination Theory (Deci and Ryan, 2000) as it reflects how Agile enables autonomy and relatedness—key drivers of intrinsic motivation

Theme 3: Application of Agile in HR Processes (RQ3)

Table 4. 11 Codes, Definitions, Theme for RQ3

Codes	Definitions	Theme
Iterative recruitment cycles	Hiring processes are adjusted through short review loops.	Application of Agile in HR Processes (RQ3)
Flexible onboarding	Onboarding is tailored and updated based on new insights.	
Agile performance management	Performance is tracked and adjusted iteratively, not annually.	
Cross-functional HR teams	HR collaborates across departments using agile models.	
Sprints in HR planning	HR tasks are planned and executed in time-boxed iterations.	
Rapid feedback and adaptation	Fast response to outcomes and employee feedback.	

Agile HR tools and methods	Use of tools like Kanban boards, Scrum, Trello, etc. in HR work.
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“We used to roll out policies top-down. Now, with Agile, HR co-creates processes with employees—branding included.”

– CEO, Company C

Participants described adopting Agile tools (Kanban boards, sprint planning) within HR to iteratively develop internal branding initiatives. Many described HR-marketing "branding squads" that collaborated on employee value propositions (EVPs) in short iterations.

Agile’s cyclical structure allowed rapid testing and adjustment of employer branding tactics, improving message relevance and resonance.

Theme 4: Employer Branding’s Role in Retention & Satisfaction (RQ4)

Table 4. 12 Codes, Definitions, Theme for RQ4

Codes	Definitions	Theme
Brand perception and loyalty	A strong employer brand fosters employee commitment.	Employer Branding’s Role in Retention & Satisfaction (RQ4)
Brand-experience alignment	Employees' experience matches external branding.	
Employee pride and advocacy	Employees feel proud and act as brand ambassadors.	
Culture as retention factor	Strong culture motivates employees to stay.	
Internal branding satisfaction	Satisfaction with how internal messages match real experience.	
Emotional connection to brand	Employees feel personally invested in the brand.	
Brand trust and consistency		

Consistency across brand messaging
builds employee trust.

“When people see themselves reflected in our branding—our diversity, our culture—they’re more loyal. Turnover went down after we launched our EVP.”

– Marketing Manager, Company D

Multiple respondents highlighted a connection between authentic branding and lower turnover intent. Branding that accurately portrayed internal culture fostered a stronger psychological contract between employee and employer.

This reflects Social Identity Theory (Worley, 2021) , which suggests that identity alignment with the employer enhances commitment and satisfaction.

Theme 5: Challenges in Implementing Agile Branding (RQ5)

Table 4. 13 Codes, Definitions, Theme for RQ5

Codes	Definitions	Theme
Resistance to change	Hesitation or opposition toward agile methods.	Challenges in Implementing Agile Branding (RQ5)
Lack of training/skills	Inadequate knowledge or experience with agile practices.	
Departmental silos	departments reduce agility.	
Inconsistent leadership buy-in	Leadership does not uniformly support agile branding.	
Measuring impact difficulties	Trouble assessing branding results or ROI.	
Resource constraints	Lack of time, staff, or budget to implement agile branding.	
Misunderstanding agile	Agile principles are poorly understood or misapplied.	

“Agile is still seen as an IT thing. Convincing leadership to apply it in HR was an uphill battle.”

– Marketing Manager, Company E

Resistance from senior management, lack of Agile fluency in HR teams, and hierarchical mindsets were cited as major barriers. Financial constraints also limited technology adoption for collaborative tools.

These challenges mirror concerns in literature (Denning, 2016) that Agile in HR faces structural and cultural friction, especially in traditional manufacturing firms.

Theme 6: Tangible Benefits of Agile Employer Branding (RQ6)

Table 4. 14 Codes, Definitions, Theme for RQ6

Codes	Definitions	Theme
Faster talent response	Recruitment quickly adapts to changing needs.	Tangible Benefits of Agile Employer Branding (RQ6)
Improved brand perception	Employer brand improves both internally and externally.	
Higher engagement metrics	Measurable increases in employee involvement.	
Increased retention	More employees choose to remain with the company.	
Greater adaptability	Organization responds flexibly to external/internal changes.	
Market alignment	Employer branding reflects current market expectations.	
HR efficiency gains	HR operations become more streamlined and effective.	

“Time-to-hire dropped by 25% after implementing Agile-based recruitment sprints. But the biggest win? Candidates actually remember our brand.”

– HR Manager, Company B

Respondents cited clear benefits, including improved hiring metrics, faster feedback integration, and increased brand visibility. Agile methods supported real-time adjustments in branding tone, channels, and internal campaigns.

These benefits demonstrate how Agile adds not only flexibility but also strategic responsiveness—resulting in competitive employer branding advantages.

Participants consistently emphasized that employer branding must be integrated into long-term strategic planning. Most interviewees reported collaboration between HR, marketing, and executive leadership in aligning brand identity with corporate mission. Several noted that Agile frameworks facilitated this integration through sprint-based planning, goal reviews, and cross-functional feedback loops.

This theme reinforces the idea that branding is no longer a siloed HR activity but a dynamic and strategic component of organizational identity. The insight aligns with Backhaus and Tikoo’s (2004) assertion that employer branding requires internal alignment across functions

Table 4. 15 Themes and Sub-Themes in Evaluation of Findings

Major Themes in Evaluation of Findings
Theme 1: Strategic Integration of Employer Branding
Alignment with business strategy
Long-term brand positioning
Leadership support for branding
Cross-functional collaboration
Branding as a strategic priority

Integration with goals

Branding embedded in culture

Theme 2: Employee Engagement through Agile Practices

Employee voice and feedback

Autonomy and ownership

Iterative improvements

Team rituals and collaboration

Transparent communication

Continuous engagement

Empowered teams

Theme 3: Application of Agile in HR Processes

Iterative recruitment cycles

Flexible onboarding

Agile performance management

Cross-functional HR teams

Sprints in HR planning

Rapid feedback and adaptation

Agile HR tools and methods

Theme 4: Employer Branding's Role in Retention & Satisfaction

Brand perception and loyalty

Brand-experience alignment

Employee pride and advocacy

Culture as retention factor

Internal branding satisfaction

Emotional connection to brand

Brand trust and consistency

Theme 5: Challenges in Implementing Agile Branding

Resistance to change

Lack of training/skills

Departmental silos
Inconsistent leadership buy-in
Measuring impact difficulties
Resource constraints
Misunderstanding agile

Theme 6: Employer Branding’s Role in Retention & Satisfaction

Faster talent response
Improved brand perception
Higher engagement metrics
Increased retention
Greater adaptability
Market alignment
HR efficiency gains

d) Thematic Analysis Results (Aligned with Research Questions)

Based on the thematic analysis of ten semi-structured interviews, several recurring themes were identified that align closely with the six research questions (RQ1–RQ6) of this study. These themes reflect key insights from participants regarding the implementation, challenges, and outcomes of Agile-driven employer branding in the kitchen appliance manufacturing sector.

The table below summarizes the main themes that emerged from the data, their relevance to each research question, and illustrative quotes from participants that support and contextualize each theme. These quotes were selected for their clarity and representativeness, offering a direct voice from industry leaders and HR practitioners.

Table 4. 16 Thematic Analysis of Interview Findings

Research Question	Key Themes Identified	Supporting Quotes from Participants
RQ1: How do corporate leaders plan, align, and implement employer branding initiatives within the organization's strategic framework?	Strategic Integration of Employer Branding is embedded into broader corporate goals. Cross-functional Collaboration – HR and Marketing teams work together to maintain brand consistency.	“Employer branding isn’t just HR’s job. It’s a cross-functional responsibility.” (CEO, Large Enterprise) “Our HR and marketing teams collaborate regularly to ensure our branding is aligned with our business goals.” (HR Manager, SME)
RQ2: How does implementing employer branding through Agile methodology impact employee engagement, retention, and organizational attractiveness?	Employee Engagement through Agile Practices Employees feel more involved in branding decisions. Improved Feedback Loops – Agile branding enables continuous adaptation to workforce needs.	“Employees feel more engaged when they see their feedback influencing employer branding.” (HR Director, Medium Enterprise) “Retention improved when we adapted branding based on real-time employee feedback.” (Marketing Lead, SME)
RQ3: How are Agile methodologies used to implement employer branding in this industry?	Application of Agile in HR Processes. Agile Sprints for Branding – HR & marketing teams refine branding iteratively. Feedback-Driven Adjustments – Real-time feedback from employees influences branding.	“We treat employer branding like a product – we iterate on it every sprint.” (HR Executive, Large Enterprise) “ <i>Marketing and HR meet bi-weekly to analyze branding effectiveness and adjust as needed.</i> ” (Branding Manager, SME)
RQ4: How do employer branding efforts impact employee satisfaction and retention intentions?	Employer Branding’s Role in Retention & Satisfaction. Recognition & Visibility – Employees feel valued when branding aligns with their contributions. Employee-Driven Branding – Employees are more likely to stay when they help shape branding narratives.	“Branding should reflect employees' voices. It’s a key part of satisfaction and engagement.” (HR Director, Large Enterprise) “Retention increases when employees see their identity represented in branding.” (Marketing Lead, SME)

RQ5: What challenges do corporate leaders face when implementing employer branding?	Challenges in Implementing Agile Branding. Senior Management Resistance – Traditional leadership struggles with Agile adoption. Financial Constraints – Limited budgets prevent full Agile transformation.	“Executives are hesitant to shift from traditional employer branding methods to Agile.” (HR Lead, SME) “Budget constraints make it difficult to implement full-scale Agile branding strategies.” (CEO, Medium Enterprise)
RQ6: What are the tangible benefits of integrating Agile methodologies with employer branding?	Employer Branding’s Role in Retention & Satisfaction. Faster Decision-Making – Agile branding allows for quick adjustments. Increased Workforce Satisfaction – Employees are happier when branding reflects real-time input.	“Agile allows us to test and modify branding in weeks instead of months.” (Branding Manager, Large Enterprise) “Our workforce satisfaction rates have gone up since we switched to an Agile branding approach.” (HR Executive, SME)

4.2.3 Content Analysis of Secondary Data

This section integrates secondary data sources such as sustainability reports, case studies, and corporate HR strategies to validate and extend the findings from quantitative and qualitative analyses. The aim is to establish a comparative framework that aligns industry practices with Agile-driven employer branding.

a) Strategic alignment of Employer Branding (RQ1)

Overview of Secondary Data Insights:

Multiple corporate reports (e.g., Siemens Sustainability Report 2024, Samsung Branding Strategy) illustrate that successful employer branding aligns with broader corporate goals such as digital transformation, employee experience, and sustainability. For example, Siemens explicitly connects its employer branding to its ESG objectives, ensuring coherence between internal brand culture and external corporate reputation.

Comparison with Primary Data:

Survey results indicated a moderate to high level of strategic alignment (Mean = 3.33), while interviews emphasized active collaboration between HR and marketing departments. Secondary data reinforces these insights, suggesting that strategic alignment is a key enabler of branding effectiveness.

Interpretation:

Strategic integration ensures consistency in messaging and enhances employee trust. The convergence of evidence from all three data types indicates that strategic alignment is not only beneficial but necessary for sustainable employer branding.

b) Agile Employer Branding and Employment engagement (RQ2)

Overview of Secondary Data Insights:

Haier's "Zero Distance" model uses iterative feedback to enhance engagement, while Whirlpool employs Lean branding to continuously adapt brand messaging. Siemens' HR transformation leverages Agile frameworks for improving internal communication and engagement.

Comparison with Primary Data:

Survey results showed a strong positive correlation ($r = 0.72$, $p < 0.05$) between Agile HR and engagement. Interview data underscored the importance of transparency and real-time feedback loops.

Interpretation:

Secondary data validates that Agile enhances engagement by empowering employees to shape their experience. Engagement is maximized when employees see their input visibly reflected in organizational change.

c) Application of Agile Methodologies in Employer Branding (RQ3)

Overview of Secondary Data Insights:

Samsung and Siemens run Agile HR sprints, while Whirlpool utilizes Lean cycles to refine branding initiatives. Haier's organizational agility allows ongoing adaptation in branding.

Comparison with Primary Data:

The survey (Mean = 2.84) reflects moderate adoption. Interviews highlight cross-functional Agile sprints involving HR and marketing.

Interpretation:

Agile methodologies create a responsive branding process. By iterating based on feedback, companies ensure the employer brand remains relevant and engaging across time.

by promoting flexibility, continuous improvement, and employee-driven branding strategies.

d) Employer Branding impact on Employee Satisfaction & Retention (RQ4)

Overview of Secondary Data Insights:

Samsung's satisfaction reports link Agile branding to retention. Accenture employs engagement frameworks with feedback mechanisms, and Siemens' well-being programs support retention through employee-centric branding.

Comparison with Primary Data:

Survey regression results (Coefficient = 0.418, $p = 0.004$) and interviews highlight how recognition and authenticity foster satisfaction.

Interpretation:

When branding reflects employee voices, it cultivates loyalty. Agile branding amplifies this by embedding continuous feedback and co-creation.

e) Challenges in implementing Agile employer Branding (RQ5)

Overview of Secondary Data Insights:

Common barriers include cultural resistance (Haier), budget constraints (Siemens), and complexity in restructuring (Whirlpool). All three firms report challenges in Agile adaptation beyond IT departments.

Comparison with Primary Data:

Survey findings point to budget (Mean = 3.21) and resistance (Mean = 3.45) as major barriers. Interviews mirror these results.

Interpretation:

The consistency across data sources suggests that leadership mindset and reskilling are essential to overcoming resistance and fully realizing Agile branding's potential.

f) Tangible benefits of Agile Employer Branding (RQ6)

Overview of Secondary Data Insights:

Samsung reports accelerated decision-making; Haier's model boosts satisfaction and adaptability. IKEA demonstrates increased brand attractiveness through Agile branding.

Comparison with Primary Data:

Surveys show a strong impact on retention ($R^2 = 68.3\%$). Interviews confirm faster execution and enhanced brand perception.

Interpretation:

Agile branding delivers measurable outcomes—from faster implementation to stronger employee loyalty. This positions Agile not only as an HR strategy but as a competitive business capability.

4.3 Comparative Analysis of Quantitative and Qualitative Data Findings

This section integrates insights from surveys, interviews, and secondary data to validate findings and identify consistency or discrepancies.

Table 4. 17. Triangulated Validation of Research Questions via Mixed Methods

Research Question	Survey Data (Quantitative)	Interview Findings (Qualitative)	Secondary Data (Case Studies & Reports)
RQ1: How do corporate leaders plan, align, and implement employer branding initiatives within the organization's strategic framework?	Moderate to high alignment (Mean = 3.33)	Employer branding is embedded in corporate goals and continuously refined using Agile feedback loops	Siemens integrates branding with digital transformation; Samsung aligns branding with employee experience; Accenture's Agile HR promotes collaboration loops
RQ2: How does implementing employer branding through Agile methodology impact employee engagement, retention, and organizational attractiveness?	Strong correlation ($r = 0.72$, $p < 0.05$) between Agile HR and engagement	Agile branding improves engagement via transparency and feedback	Haier's feedback model enhances engagement; Whirlpool uses Lean branding; Siemens' Agile HR boosts motivation
RQ3: How are Agile methodologies used to implement employer branding in this industry?	Moderate adoption (Mean = 2.84)	HR and marketing teams use Agile sprints and feedback loops	Samsung, Siemens use Agile sprints; Whirlpool uses Lean; Haier uses agility model

RQ4: How do employer branding efforts impact employee satisfaction and retention intentions?	Strong link with satisfaction (Coef. = 0.418, $p = 0.004$)	Branding aligned with feedback and recognition enhances satisfaction	Samsung's HR model, Accenture's feedback system, and Siemens' wellness programs support retention
RQ5: What challenges do corporate leaders face when implementing employer branding?	Barriers: Budget (Mean = 3.21), Resistance (Mean = 3.45)	Leadership reluctance and budget constraints hinder Agile adoption	Siemens, Whirlpool, and Haier report challenges in Agile branding adoption
RQ6: What are the tangible benefits of integrating Agile methodologies with employer branding?	High impact on retention ($R^2 = 68.3\%$)	Faster branding execution and improved perception	Samsung's Agile HR accelerates decision-making; Haier's agility model increases satisfaction; IKEA improves brand image

4.4 Summary of Comparative Analysis Findings

Employer Branding is Strategically Integrated: Across survey, interview, and secondary data, companies align branding with corporate goals.

Agile Branding Improves Engagement & Retention: Employees respond positively to Agile-driven employer branding.

Common Challenges Exist: Financial constraints and corporate resistance are reported in both surveys and case studies.

Agile Employer Branding Delivers Tangible Benefits: Faster decision-making, higher employer brand attractiveness, and better employee satisfaction.

4.5 Conclusion

The findings from quantitative, qualitative, and secondary data support the hypothesis that Agile methodologies enhance employer branding by improving engagement, retention, and branding effectiveness. Agile methodologies contribute to a more dynamic, adaptable employer brand by integrating continuous feedback and real-time adjustments. Companies that adopt Agile HR practices experience improved talent attraction, increased retention, and stronger employer branding strategies. Financial constraints and resistance to change remain challenges, but case studies show that progressive leadership and phased Agile adoption can mitigate these barriers. Overall, the comparative analysis confirms that Agile-driven employer branding is an effective strategy for companies seeking to enhance employer attractiveness, employee satisfaction, and long-term workforce engagement.

CHAPTER 5

DISCUSSION, IMPLICATIONS, RECOMMENDATIONS, AND CONCLUSIONS

5.1 Introduction

This chapter offers a comprehensive and integrative discussion of the study's findings, aligning them with the original research objectives, the theoretical framework, and the relevant scholarly literature. By merging the traditionally separated chapters of "Discussion" and "Conclusion" into a single cohesive unit, this chapter provides a more holistic synthesis of the research outcomes. It serves not only as an interpretive analysis of the data but also as a platform to identify how the results contribute to broader theoretical understanding and practical application. This structure supports clarity and coherence, facilitating both academic insight and practical relevance.

The overarching aim of this chapter is fourfold: to interpret the significance of the research results; to evaluate how the findings interact with the theories discussed in earlier chapters; to identify and explain unexpected or divergent outcomes; and to provide evidence-based recommendations. These recommendations are directed toward industry practitioners, particularly human resource professionals and organizational leaders in the manufacturing sector, as well as toward scholars seeking to build upon this study's contributions.

In doing so, this chapter further reinforces the research's central focus—exploring how the integration of Agile methodology within employer branding strategies can impact key organizational outcomes, including employee satisfaction, engagement, retention, and overall employer attractiveness. The empirical insights generated from this study directly contribute to

the evolving literature on adaptive and employee-centric human resource management, particularly in non-tech sectors such as the kitchen appliance manufacturing industry.

The findings are situated within several interrelated theoretical frameworks, namely: motivational theory, which explains how factors such as recognition and autonomy affect employee behavior; self-determination theory, which emphasizes intrinsic motivation; brand theory, which considers employer branding as a strategic mechanism for differentiation; and social identity theory, which explains employee alignment with organizational values. Each theory offers a unique interpretive lens to assess how Agile practices influence organizational culture and human capital outcomes.

To provide clarity and logical flow, this chapter is structured into four major sections. The first presents a detailed discussion of findings in relation to each of the six research questions (RQ1–RQ6), evaluating how each result aligns with prior expectations and literature. The second section explores the theoretical and practical implications of the findings, both within the context of Agile methodology and employer branding, and more broadly in human resource management. The third outlines specific recommendations for practice and suggestions for future research. The final section delivers a reflective conclusion, summarizing the core contributions of the study, revisiting its limitations, and reinforcing the study’s value to both academic and professional communities.

5.2 Discussion of Findings

The following table summarizes the key findings of this study by aligning each research question with its corresponding empirical insights and theoretical contributions. This structured summary reinforces the coherence of the study's conceptual framework and demonstrates how Agile methodology influences various dimensions of employer branding.

Table 5. 1 summarizes the key findings of the study

Research Question	Key Findings	Theoretical Contributions
RQ1: Strategic Alignment	Cross-functional collaboration (e.g., HR-Marketing) enhances employer brand strength	Supports Brand Theory and highlights need for integrated internal branding strategies
RQ2 & RQ3 : Agile Implementation & Impact	Agile rituals (sprints, retrospectives) increase engagement, voice, and trust	Validates Self-Determination Theory and Herzberg's Motivation Theory
RQ4: Branding & Satisfaction	Authentic employer branding linked to higher satisfaction and lower turnover	Extends Social Identity Theory; supports literature on brand congruence
RQ5: Implementation Challenges	Cultural resistance, leadership hierarchy, and Agile inexperience are barriers	Reveals organizational readiness as a precondition for Agile adoption
RQ6: Tangible Benefits	Agile enhances communication, brand adaptability, and employee innovation	Positions Agile as a strategic HR tool beyond IT functions

Findings for RQ1: How do corporate leaders in the kitchen appliance manufacturing industry plan, align and implement employer branding initiatives with the organization's strategic framework and practice? One of the key findings of this research is the growing recognition among corporate leaders in the kitchen appliance manufacturing sector of the

strategic value of employer branding. The results of the quantitative analysis demonstrated a statistically significant positive correlation between cross-functional collaboration—particularly between human resources (HR) and marketing departments—and the overall strength and coherence of employer branding initiatives. This finding reinforces the framework proposed by Backhaus and Tikoo (2004), who assert that internal alignment across departments is essential for authentic and consistent employer branding. Without such alignment, branding efforts often become fragmented, leading to inconsistencies between external image and internal employee experience.

The qualitative data further enriched this observation. Interview responses revealed that a number of firms are no longer treating employer branding as a peripheral or promotional activity, but instead integrating it directly into their strategic planning processes. Several participants highlighted the use of Agile methodologies—especially iterative planning cycles, stakeholder involvement, and value co-creation—as mechanisms for embedding employer branding within the broader corporate agenda. These Agile practices enabled organizations to be more responsive to employee feedback and to align branding with real-time organizational needs. For example, one HR director stated, “Branding is no longer a brochure. It’s a dialogue that changes based on our people’s voices.” This reflects a paradigm shift from top-down messaging to bottom-up brand development, where employees are seen not just as recipients of the brand message but as co-creators of the brand itself.

Furthermore, Agile serves not only as an operational or project management tool but also as a strategic cultural enabler. It facilitates horizontal collaboration, decentralization of decision-making, and continuous adaptation to internal and external environmental changes. The

implementation of Agile thinking in the strategic alignment of employer branding fosters organizational agility, allowing companies to maintain a consistent and relevant employer value proposition (EVP) in a highly competitive labor market.

This strategic integration is particularly significant in fast-moving industries like kitchen appliances, where the ability to attract, engage, and retain skilled talent is crucial for sustaining innovation, operational excellence, and market differentiation. In this context, employer branding becomes a key element of organizational strategy—not merely a communication exercise, but a foundation for organizational identity and resilience. These findings suggest that when employer branding is treated as a shared strategic responsibility—supported by Agile tools and cross-functional alignment—it can serve as a driver for both cultural coherence and business competitiveness.

Findings for RQ2 & RQ3: How does the implementation of employer branding through agile methodology impact employee engagement, retention, and organizational attractiveness? How agile methodologies are used to implemented employer branding the kitchen appliance manufacturing industry?

Agile Methodology Implementation and Impact

Although the overall implementation of Agile methodologies within HR functions across the kitchen appliance manufacturing sector was found to be moderate—reflected in a mean score of 2.84—the statistical and qualitative evidence from this study strongly supports the positive impact of Agile practices on employee-related outcomes. Specifically, regression analysis revealed that Agile HR initiatives explained a significant portion of the variance in key employee metrics, including engagement levels, job satisfaction, and retention intentions. This correlation

suggests that even limited applications of Agile principles can result in substantial improvements in workforce outcomes when tailored appropriately to the organizational context.

Agile rituals such as daily stand-up meetings, sprint planning, retrospectives, and real-time feedback loops have provided HR teams with structured yet flexible mechanisms to stay in tune with the evolving needs and sentiments of employees. These practices not only allow for faster responsiveness to internal issues but also foster a culture of inclusion, where employees perceive themselves as active contributors rather than passive recipients of HR decisions. For example, organizations that implemented Agile-inspired onboarding or wellness programs reported a measurable increase in employee participation and satisfaction. The iterative nature of Agile enables continuous learning and refinement, allowing HR teams to pilot initiatives, collect feedback, and optimize delivery with minimal delay.

Qualitative interviews further corroborated these findings. Many participants described how Agile transformed the way HR teams approached program design and implementation. Instead of launching top-down, static campaigns, teams were empowered to co-create content with employees and make adjustments based on feedback gathered in regular sprint reviews. One HR manager noted, “When we started sprint reviews for HR projects, our employer brand became more honest, and people started to feel that the company listened.” This comment underscores the perception that Agile brings authenticity and responsiveness to HR processes, thereby strengthening the employer brand.

Additionally, Agile was perceived as a mechanism to decentralize decision-making and increase transparency. Cross-functional Agile squads often included members from HR, marketing, operations, and employee groups, which helped create a shared understanding of

goals and challenges. This collaborative dynamic aligns with Self-Determination Theory (Deci and Ryan, 2000), which posits that psychological needs such as autonomy, competence, and relatedness are key drivers of motivation. Agile HR practices—by giving employees voice, ownership, and meaningful roles in shaping internal programs—directly address these needs and reinforce intrinsic motivation.

The findings also lend support to Herzberg’s Two-Factor Theory (1966). Agile-enabled practices such as employee recognition sprints, transparent career pathing, and peer-nominated rewards were seen as powerful intrinsic motivators. These initiatives contributed to a workplace environment where employees felt valued, recognized, and emotionally invested. In contrast to extrinsic hygiene factors like pay or job security, Agile practices stimulated deeper forms of engagement rooted in purpose and personal growth.

Moreover, some participants reported that Agile practices improved cross-generational communication. In organizations where younger employees were accustomed to fast, iterative feedback (e.g., Gen Z or millennials), Agile helped bridge cultural gaps and reduce frustration with traditional, rigid HR systems. This generational alignment further amplified employee retention, especially among newer cohorts who often expect a more participatory and feedback-driven work environment.

In sum, while Agile implementation across the sector remains moderate, its influence is disproportionately strong in shaping employee perceptions and outcomes. The study confirms that Agile, when applied beyond IT or product teams and integrated into HR strategy, acts as both a catalyst for cultural change and a structural mechanism for reinforcing employee engagement. These results demonstrate that Agile is not simply a project management

methodology but a transformative approach to organizational behavior and workforce management.

Findings for RQ4: How do employer branding efforts impact employee satisfaction and their intention to stay with the company for the long term?

Employer Branding, Satisfaction, and Retention Intentions

Employer branding was found to be a pivotal determinant of both employee satisfaction and long-term organizational commitment. The regression models demonstrated a significant positive relationship between the presence of well-structured employer branding initiatives and key employee outcomes, particularly job satisfaction and retention intentions. These findings confirm the hypothesis that employer branding goes beyond external communication and acts as a foundational mechanism for shaping internal employee experience. A strong and authentic employer brand fosters an emotional connection between the employee and the organization, which in turn translates into enhanced commitment and reduced turnover.

The statistical findings are complemented by rich qualitative insights. Interview participants frequently described how the authenticity of the employer brand—measured by the degree to which it aligns with daily workplace experiences—directly influenced their level of satisfaction. Employees expressed that when organizational values, communication, leadership behavior, and cultural norms reflect the brand's external promise, their trust and engagement increase substantially. One employee noted, “What they say on LinkedIn matches what we live here every day. That’s rare—and that’s why I stay.” Such statements emphasize that brand congruence is not merely a branding exercise but a critical element of employee well-being.

This insight aligns with Social Identity Theory (Worley, 2021), which posits that individuals derive part of their identity from the organizations to which they belong. When employees feel that their employer represents values that resonate with their own, they experience higher levels of organizational identification. This psychological alignment enhances loyalty, promotes positive word-of-mouth, and reduces the likelihood of voluntary turnover. The employer brand thus becomes a social anchor that connects individual identity to collective organizational values.

Moreover, the findings are in line with research by Koch et al. (2021), who emphasized that employer brands grounded in transparency, equity, and authentic communication have a greater potential to foster employee satisfaction and trust. This study builds upon those insights by demonstrating how Agile methodologies act as a conduit through which authenticity and responsiveness are operationalized. Agile's core principles—transparency, collaboration, and iterative feedback—make it possible to continuously align the brand with evolving employee expectations and needs. Rather than treating employer branding as a fixed campaign, Agile enables it to evolve dynamically in response to real-time feedback.

Interviewees highlighted several instances where Agile rituals, such as retrospective meetings or open feedback loops, allowed HR and leadership teams to respond quickly to dissatisfaction or disengagement signals. For example, one HR professional shared how feedback gathered through sprint reviews led to changes in recognition programs that significantly boosted morale. Such iterative responsiveness not only strengthened the brand promise but also reinforced employees' belief that their voices mattered. This created a loop of trust and engagement that positively affected retention.

Furthermore, the study underscores the role of perceived organizational support in enhancing the psychological contract between employer and employee. Employees who feel that the organization listens, adapts, and invests in a genuine culture of care are more likely to reciprocate with loyalty and discretionary effort. Agile employer branding, by enabling timely responsiveness and co-creation, helps maintain and strengthen this psychological contract. The impact is especially pronounced in younger employees, who expect purpose, voice, and alignment with personal values from their workplace.

In sum, this research confirms that employer branding is not only about attracting external talent but is equally vital for retaining and satisfying current employees. When executed through Agile frameworks, employer branding becomes a dynamic and participatory process that builds stronger identity, fosters emotional engagement, and enhances organizational cohesion. This multifaceted approach not only validates existing theories but also extends their application in the context of Agile human resource practices.

Findings for RQ5: What challenges do the corporate leaders in the kitchen appliance manufacturing industry face during the implementation of employer branding?

Implementation Challenges

Although the positive outcomes of Agile-driven employer branding were well-supported in both quantitative and qualitative findings, the research also uncovered a range of practical and structural challenges that hinder the widespread adoption and consistent implementation of Agile methodologies within human resource and branding functions. These challenges were often deeply embedded in the cultural, financial, and organizational frameworks of the companies studied and help explain the relatively modest levels of Agile maturity across the sector.

Foremost among these challenges was cultural resistance, particularly from senior leadership teams accustomed to centralized authority and traditional hierarchies. The decentralization of decision-making that Agile demands was perceived by many leaders as a loss of control, especially in areas considered as strategically sensitive, such as brand identity. One senior manager remarked, “Agile sounds good in theory, but letting go of control is hard, especially when it comes to brand identity.” This comment reflects a common tension between Agile values of openness and adaptability and entrenched leadership practices built on control and predictability. Organizational inertia, especially in long-established manufacturing firms, often created a structural reluctance to embrace agile experimentation and employee-led branding initiatives.

Furthermore, the findings suggest that Agile was still often perceived as a methodology confined to IT and product development departments, with limited understanding or confidence in applying Agile principles within HR or branding teams. This limited Agile literacy outside of technical departments restricted cross-functional implementation and inhibited the broader cultural adoption needed for Agile branding to thrive. Several participants noted that while terms like "sprints" or "retrospectives" were increasingly used in HR contexts, their application was often superficial or inconsistent, lacking the methodological rigor seen in more mature Agile teams.

Financial limitations also emerged as a significant barrier. While Agile methods are often portrayed as low-cost due to their iterative nature, effective implementation requires investment in training, tooling, and time. Many HR departments lacked the resources to hire Agile coaches, develop new software systems for feedback management, or redesign internal workflows. This

often resulted in partial or fragmented adoption, where Agile initiatives were piloted in one department but not scaled across the organization. The outcome was inconsistent branding experiences across teams, weakening the overall cohesion of the employer brand.

Another challenge was interdepartmental silos, which undermined the collaborative ethos of Agile. In some companies, HR and marketing teams continued to operate in isolation, each with separate goals and limited communication. This structural fragmentation hindered the creation of unified employer branding strategies and led to messaging misalignment. Employees in different departments reported varied experiences, with some feeling engaged and heard, while others felt disconnected or excluded. This inconsistency reinforces concerns raised by Moroko and Uncles (2008), who argue that discrepancies between internal and external brand messaging erode brand authenticity and damage credibility in the eyes of both employees and prospective hires.

Moreover, there was resistance at the middle management level, where operational managers often found themselves caught between top-down strategic directives and bottom-up Agile practices. These managers lacked clear guidance on how to reconcile Agile flexibility with established performance metrics and hierarchical expectations. Some expressed confusion over their role in facilitating Agile rituals or in interpreting employee feedback in ways that translated into actionable changes. This ambiguity created friction and slowed down Agile transformation.

Finally, some participants highlighted challenges with sustaining Agile over time. Initial enthusiasm often faded in the absence of visible results, ongoing leadership support, or a dedicated Agile champion within HR. The iterative nature of Agile can be perceived as never-ending or exhausting, especially in environments where short-term outcomes are prioritized.

Without embedding Agile practices into organizational routines and values, many efforts remained experimental rather than institutionalized.

In summary, while Agile offers significant potential to transform employer branding into a dynamic, employee-centric process, several structural, cultural, and resource-based barriers currently hinder its full realization in the manufacturing sector. Overcoming these barriers will require not only methodological training but also a deeper shift in organizational mindset, leadership engagement, and systemic alignment across departments.

Findings for RQ6: What are the tangible benefits of integrating agile methodologies with employer branding in the kitchen appliances manufacturing industry?

Despite the presence of several organizational and operational challenges discussed earlier, the findings of this study revealed a range of tangible and measurable benefits stemming from the implementation of Agile-driven employer branding practices. Both the statistical results and qualitative narratives provided compelling evidence that Agile methodologies can be highly effective in improving various aspects of organizational performance, particularly in the domains of employee engagement, internal communication, and employer brand attractiveness.

Quantitative analysis indicated that organizations employing Agile practices within their HR and branding functions reported significantly higher scores in employee engagement and employer brand perception. Specifically, firms with mature Agile HR processes were found to have better internal communication flow, faster responsiveness to employee feedback, and more consistent messaging across departments. These improvements contributed directly to the organization's ability to attract and retain talent, confirming Agile's role as a strategic enabler in human capital management. Moreover, communication efficiency was noted as a key benefit,

with Agile rituals such as daily stand-ups, retrospectives, and sprint reviews reducing delays and misunderstandings across teams.

The value of Agile was further illustrated through case studies of leading multinational corporations, including Siemens, Whirlpool, and Samsung. These companies have extended Agile principles beyond traditional IT or engineering contexts and into their human resources and employer branding functions. For instance, Siemens implemented Agile feedback loops in onboarding processes, allowing new hires to co-design parts of their orientation experience. Whirlpool applied Agile sprint methodologies to continuously improve its learning and development programs, using real-time input from employees to refine course content and delivery methods. Samsung, on the other hand, adopted Agile principles to build responsive and data-driven employer branding campaigns that could be adjusted rapidly based on recruitment analytics and internal sentiment tracking.

These examples demonstrate that Agile is not merely a framework for project delivery but a mindset that encourages iterative learning, employee participation, and responsiveness to change. Agile methods have allowed these organizations to evolve from reactive HR functions—responding to problems after they arise—to proactive, evidence-based approaches that anticipate and address workforce needs. This transformation aligns closely with the argument of Albrecht et al. (2015), who suggest that organizations with adaptive HR systems are better positioned to navigate external labor market fluctuations as well as internal cultural shifts.

Agile's emphasis on co-creation also played a pivotal role in enhancing the perceived authenticity and inclusiveness of employer branding efforts. Employees who were engaged in shaping internal programs or communication strategies reported feeling a greater sense of

ownership and alignment with the organization's values. This participatory dynamic not only reinforced the employer value proposition (EVP) but also created a feedback-rich environment where employer branding was continuously tested, refined, and validated by its intended audience: the employees themselves.

Additionally, several respondents highlighted that Agile employer branding strategies contributed to increased innovation in HR processes. The iterative cycle of testing, feedback, and refinement encouraged HR teams to experiment with unconventional tools, such as design thinking workshops for culture-building or collaborative storytelling platforms for showcasing employee experiences. This culture of experimentation fostered agility not only in method but also in mindset, positioning HR as a driver of innovation rather than a support function.

Finally, the tangible benefits of Agile-driven branding extended to measurable business outcomes. Several companies reported improved employee Net Promoter Scores (eNPS), higher internal mobility rates, and reduced time-to-hire metrics. These indicators reinforce the notion that Agile employer branding contributes not only to employee sentiment but also to broader organizational performance. In sectors like manufacturing, where agility has traditionally been associated with supply chains and production lines, this study shows that the same principles can and should be extended to people management.

In sum, the integration of Agile practices into employer branding initiatives delivers a multi-layered value proposition: enhancing engagement, improving communication, strengthening brand authenticity, and accelerating innovation. These outcomes demonstrate that Agile, when thoughtfully applied, can transform employer branding from a static

communications function into a dynamic, strategic tool for shaping organizational culture and competitiveness.

5.3 Implications

Theoretical Implications

This study makes several notable contributions to organizational theory by exploring the intersection of Agile methodology with key frameworks in organizational behavior and strategic human resource management. By positioning Agile not merely as a process tool but as a theoretical lens for understanding employee experience and brand identity, the research bridges existing gaps in the literature and extends the application of foundational theories to new organizational contexts.

First, Motivational Theory is advanced through the demonstration that Agile practices inherently support access to intrinsic motivators such as autonomy, mastery, and recognition. Agile encourages employee participation in decision-making, real-time feedback, and continuous professional development—conditions that are well-documented in motivational literature as essential for sustaining engagement. This finding reinforces the view that structural and cultural agility can serve as a motivational engine within the workplace, challenging traditional assumptions that only extrinsic rewards (e.g., salary or promotions) drive employee performance.

Second, Self-Determination Theory (Deci and Ryan, 2000) is validated and enriched by this study's findings, which indicate that Agile HR practices satisfy core psychological needs: autonomy, competence, and relatedness. The study showed that employees who are actively engaged in iterative branding processes feel more empowered, connected to their teams, and confident in their ability to contribute meaningfully to organizational goals. These conditions

foster internal motivation and long-term behavioral commitment, thereby extending the utility of Self-Determination Theory into HR-led branding and cultural design.

Third, this research deepens the application of Social Identity Theory (Worley, 2021) by demonstrating how Agile-driven employer branding enhances employees' sense of belonging and alignment with organizational values. As branding becomes more participatory and responsive under Agile, employees begin to perceive the employer brand as a true reflection of their own identity and work environment. This mutual reinforcement strengthens social identification with the organization, which in turn enhances loyalty, advocacy, and organizational citizenship behavior. The theory's core premise—that individuals define part of their identity through group affiliation—is empirically supported through the observed impact of co-created branding narratives and inclusive communication strategies.

Fourth, the study extends Brand Theory by situating Agile as a methodology not only for external brand communication but for internal brand construction and maintenance. Agile rituals, such as continuous feedback loops and iterative messaging development, support brand consistency, authenticity, and adaptability—three elements considered essential in brand equity literature. The finding that brand equity can be maintained and even enhanced through ongoing internal dialogue and employee input represents a meaningful extension of traditional brand management concepts, which often prioritize external messaging over internal cohesion.

Finally, the study proposes a novel conceptual model in which Agile employer branding is viewed as a convergence of responsive systems and identity-building strategies. This dual-function model positions Agile as both a mechanism for enhancing employee engagement and a strategic tool for managing organizational reputation. By aligning employee experience with

brand identity in real time, Agile creates a dynamic equilibrium between internal culture and external brand perception. This integration offers a theoretical advancement by linking previously disparate domains—such as iterative design thinking and social identity formation—into a coherent framework for understanding modern employer branding.

In sum, this study not only applies established theories in a new context but also advances them by demonstrating how Agile methodology operationalizes abstract psychological and social constructs in the workplace. It opens new avenues for interdisciplinary research and provides a theoretical foundation for future studies exploring the adaptive capacities of organizations in managing both people and brand.

Implications for Research Question

Table 5. 2 Implications by Research Question

Research Question	Theoretical Implications
RQ1	Highlights need for strategic integration across departments; supports the shift to cross-functional branding.
RQ2/RQ3	Confirms Agile practices enhance engagement; aligns with motivational and process theory.
RQ4	Validates the link between authentic employer branding and employee satisfaction.
RQ5	Illustrates cultural and structural barriers that need to be addressed for effective Agile implementation.
RQ6	Proves Agile employer branding delivers competitive advantage and internal cohesion.

5.4 Recommendations

Practical Recommendations

Based on the empirical findings of this research, several actionable recommendations can be proposed for practitioners seeking to adopt or enhance Agile-driven employer branding strategies within their organizations. These recommendations are particularly relevant for HR leaders, branding professionals, and organizational development teams operating in dynamic and competitive sectors like kitchen appliance manufacturing.

1. Develop Agile HR Training Programs

Organizations should invest in structured training programs to build Agile literacy within HR departments. Unlike traditional roles, Agile HR professionals require a strong understanding of iterative planning, sprint cycles, stakeholder engagement, and continuous feedback systems. Training modules should focus on both technical methodologies (e.g., scrum, Kanban) and cultural competencies such as collaboration, adaptability, and servant leadership. By building internal capabilities, companies can ensure that Agile principles are not just adopted superficially but embedded deeply within the mindset and routines of HR practitioners.

2. Start with Pilot Projects in HR Functions

Rather than attempting an organization-wide transformation, it is advisable to initiate Agile practices within a focused HR area such as onboarding, performance management, or employee engagement. For example, implementing sprints to redesign the onboarding experience allows HR teams to experiment with new approaches, gather feedback from recent hires, and iteratively improve the process. This low-risk, high-learning strategy enables organizations to refine their

Agile methods, demonstrate success, and build internal support before scaling across broader functions.

3. Build a Feedback Infrastructure

Agile thrives on real-time feedback. Organizations should establish digital platforms and systems that facilitate the ongoing collection, analysis, and response to employee input. This might include pulse surveys, anonymous feedback forms, or internal communication dashboards that track sentiment and engagement. Importantly, feedback mechanisms should be tied to action: employees must see that their input leads to meaningful change. This not only increases trust and transparency but also reinforces a culture of continuous improvement and employee co-ownership.

4. Involve Employees in Branding Processes

To enhance the authenticity and relevance of the employer brand, employees should be directly involved in its creation and communication. One effective approach is to form employee advisory councils or co-creation teams that collaborate with HR and marketing to shape brand narratives, recruitment messaging, and internal communication campaigns. Employees offer invaluable insight into the lived experience of the workplace and can help ensure that branding efforts are grounded in reality rather than aspiration. Such inclusion fosters brand ambassadorship and deepens engagement.

5. Promote Cross-Departmental Collaboration

Agile employer branding requires seamless coordination between HR, marketing, and other internal stakeholders. To this end, organizations should actively foster cross-functional collaboration through integrated project teams, joint planning sessions, and shared performance

metrics. Aligning internal cultural initiatives with external brand messaging ensures consistency and coherence, which are essential for building brand credibility. Moreover, this collaboration helps bridge the often-siloed nature of internal and external communication efforts, leading to a unified and authentic employer value proposition.

Collectively, these practical strategies offer a roadmap for organizations seeking to build adaptive, employee-centered branding frameworks. By investing in capabilities, starting small, listening actively, and collaborating across functions, companies can unlock the full potential of Agile methodologies in shaping their employer identity and workforce experience.

Recommendations for Future Research

While this study provides a solid foundation for understanding the role of Agile methodology in enhancing employer branding, it also opens several avenues for future scholarly inquiry. The following research directions are proposed to expand, refine, and contextualize the insights generated by this study, thereby contributing to a more nuanced and generalizable understanding of Agile-driven human resource strategies.

1. Cross-Industry Comparative Studies

One of the most promising directions for future research is to replicate this study in other sectors, particularly high-growth or innovation-driven industries such as technology, healthcare, or logistics. Comparative studies across different types of manufacturing, including automotive, aerospace, and consumer electronics, could help determine whether the patterns observed in the kitchen appliance industry are consistent or sector-specific. Such research would also help identify which contextual factors—such as market volatility, regulatory environments, or workforce composition—mediate the success of Agile employer branding strategies.

2. Longitudinal Research Designs

Future research should consider employing longitudinal designs to examine the long-term effects of Agile branding on employee engagement, satisfaction, and retention. While this study offered a cross-sectional snapshot, Agile's true impact may unfold over time as cultural changes solidify and branding strategies mature. A longitudinal approach would allow scholars to capture shifts in employee attitudes, track behavioral changes, and assess whether initial improvements are sustained or diminish over time. Such studies could also evaluate the durability of Agile practices during organizational transitions, such as mergers, restructuring, or leadership changes.

3. Exploration of Cultural Dynamics

Given the varying degrees of Agile adoption observed in this study, there is a need to explore how organizational culture—and broader national culture—influences the implementation and effectiveness of Agile HR practices. For example, future studies could investigate how hierarchical versus egalitarian cultures respond to Agile's emphasis on decentralization and autonomy. Cross-cultural research could provide valuable insights into which Agile practices are universally effective and which require cultural adaptation. This line of inquiry would be especially valuable for multinational organizations attempting to deploy Agile HR strategies across diverse geographical contexts.

4. Development of Standardized Measurement Models

As Agile continues to be applied in new domains, there is a growing need for validated tools and frameworks to measure its effectiveness in non-technical areas such as HR and employer branding. Future researchers could focus on the development of comprehensive measurement models that capture key dimensions of Agile maturity, branding alignment, employee perception,

and cultural fit. Quantitative scales, qualitative assessment instruments, and mixed-methods evaluation tools could greatly enhance the rigor and comparability of future studies. This would also aid practitioners in benchmarking their progress and making data-driven decisions about Agile implementation.

In summary, future research should aim to broaden the empirical base of Agile HR literature by examining its application across sectors, cultures, and timeframes. Additionally, efforts to standardize measurement and evaluation methods will contribute to more robust and actionable findings. Through these extensions, the scholarly community can continue to explore Agile as not just a process innovation, but a transformational framework for building adaptive, people-centered organizations.

Limitations of the Study

While this research provides valuable insights into the integration of Agile methodology within employer branding strategies in the kitchen appliance manufacturing sector, several limitations must be acknowledged to contextualize the findings and guide the interpretation of results. Recognizing these constraints not only adds transparency but also offers a roadmap for refining future research.

1. Industry and Geographic Scope

The study was confined to organizations within a single industry—kitchen appliance manufacturing—and primarily focused on firms operating in a specific geographic and economic context. While this focus allowed for in-depth analysis and contextual relevance, it also limits the generalizability of the findings. Practices and perceptions of Agile employer branding may vary significantly across sectors with different labor dynamics, competitive pressures, or innovation

cultures, such as technology, healthcare, or education. Similarly, cultural norms and regulatory environments in other countries may influence the implementation and outcomes of Agile HR strategies in ways not captured here.

2. Sample Size and Diversity

The sample consisted of a limited number of participating organizations and employees, selected through a purposive sampling method. Although this approach enabled the collection of rich qualitative data and targeted quantitative insights, it may introduce selection bias. The experiences of employees in the selected companies may not fully represent broader organizational realities across the industry. Additionally, the demographic diversity of respondents—such as age, role, and tenure—was not deeply analyzed, which may have influenced how Agile practices and branding strategies were perceived and experienced.

3. Methodological Constraints

The research employed a cross-sectional design, capturing data at a single point in time. While this method is effective for identifying relationships and patterns, it does not account for temporal dynamics or causality. Longitudinal studies would be necessary to assess the sustainability and long-term effects of Agile employer branding strategies. Furthermore, the combination of quantitative surveys and qualitative interviews—though methodologically sound—may not fully capture the nuanced internal processes that shape branding and employee perceptions over time.

4. Organizational Readiness and Maturity Variability

The level of Agile maturity varied significantly among participating organizations. Some were in early adoption phases, while others had more established practices. This variation could have

influenced how benefits and challenges were reported, potentially skewing the interpretation of Agile's effectiveness. The study did not employ a standardized Agile maturity model to classify organizations, which limits the ability to draw comparative insights or segment findings based on adoption level.

5. Potential for Social Desirability Bias

Given the contemporary emphasis on Agile and employee-centered practices, some responses—particularly in interviews—may have been influenced by social desirability bias. Participants may have overstated their use or success with Agile to align with perceived best practices or organizational expectations. This limitation is common in studies involving management innovation and should be considered when interpreting the self-reported data.

6. Measurement Limitations

While validated instruments were used in the survey, some constructs—such as employee satisfaction with branding—are inherently subjective and context-dependent. The operationalization of Agile practices in HR was also interpreted broadly, which may have led to variations in understanding among respondents. Future research could benefit from more standardized definitions and measurement tools specific to Agile employer branding.

In light of these limitations, the findings should be viewed as exploratory rather than definitive. They provide a foundation for further inquiry but require replication and extension in diverse contexts using more robust methodological frameworks. By acknowledging these boundaries, the study strengthens its credibility and contributes to a more realistic and informed application of Agile principles in employer branding.

5.5 Conclusions

This study set out to explore the integration of Agile methodology within employer branding strategies, focusing on its impact on employee satisfaction, retention, and organizational identity in the context of the kitchen appliance manufacturing industry. Through a mixed-methods approach combining quantitative survey data, qualitative interviews, and secondary case studies, the research uncovered compelling evidence that Agile-driven employer branding significantly enhances key human capital outcomes.

The findings suggest that while the overall level of Agile implementation remains moderate and uneven across organizations, its effects are consistently positive and theoretically grounded. Agile practices were shown to foster employee autonomy, participation, and psychological alignment with the organization—elements that align well with established frameworks such as Motivational Theory, Self-Determination Theory, Social Identity Theory, and Brand Theory. These findings validate the argument that Agile is not merely an operational tool but a strategic asset capable of shaping organizational culture and employee experience.

A key insight from this research is the shift from traditional, top-down employer branding models—often static and disconnected from employee realities—toward dynamic, employee-centered strategies enabled by Agile. By embedding Agile rituals such as feedback loops, sprint reviews, and co-creation platforms into HR processes, organizations can respond to employee needs in real time, enhancing trust and engagement. This responsiveness not only improves internal culture but also strengthens the external brand image, as satisfied and engaged employees are more likely to become authentic brand advocates.

The study also uncovered structural and cultural barriers that impede Agile's broader adoption, such as hierarchical leadership, limited Agile literacy in non-technical departments, and insufficient cross-functional collaboration. Nonetheless, the tangible benefits of Agile—greater communication efficiency, improved onboarding and development programs, and higher levels of employee engagement—offer a compelling case for broader adoption. When implemented thoughtfully and with leadership support, Agile employer branding can serve as a catalyst for both workforce transformation and sustained organizational competitiveness.

From a theoretical perspective, the study contributes to an emerging body of literature that situates Agile not only in project and software development but within strategic human resource management. It proposes a conceptual model where Agile employer branding functions as a convergence point between responsive systems and identity-building mechanisms, offering a dual role in both engagement and reputation management.

Ultimately, this research reaffirms that Agile is more than a methodology—it is a mindset that prioritizes collaboration, adaptability, and continuous learning. When applied to employer branding, Agile fosters authenticity, cultural alignment, and organizational agility—three critical capabilities for thriving in a complex, fast-evolving, and talent-driven business landscape. As organizations seek to differentiate themselves in increasingly competitive labor markets, the insights from this study offer both a roadmap and a rationale for adopting Agile as a foundational approach to building and sustaining a compelling employer brand.

In looking ahead, the future of Agile employer branding appears especially promising in a post-pandemic world where hybrid work, employee autonomy, and rapid change have become the norm. As organizations strive to remain resilient and attractive to top talent, agility in people

practices will no longer be a competitive advantage—it will be a baseline expectation. The ability to rapidly adapt branding strategies, listen to employees, and evolve cultural narratives in real time will be fundamental to organizational success. Agile, with its iterative and inclusive nature, is uniquely positioned to support this transformation, especially in industries that are not traditionally innovation-focused, such as manufacturing.

The following table summarizes the key findings of this study by aligning each research question with its corresponding empirical insights and theoretical contributions. This structured summary reinforces the coherence of the study’s conceptual framework and demonstrates how Agile methodology influences various dimensions of employer branding.

Finally, this study serves as a call to action for researchers and practitioners alike. For researchers, it offers a foundation upon which to explore Agile employer branding across industries, cultures, and timeframes. For practitioners, it delivers a roadmap for embedding agility in HR—not as a trend, but as a philosophy of people-centered change. As the boundaries between branding, culture, and employee experience continue to blur, Agile offers not just a method, but a mindset to lead organizations into a more responsive and human-centric future.

To conclude, the insights from this study present both scholarly relevance and managerial value. Agile-driven employer branding, when executed with strategic intent and employee collaboration, offers organizations a sustainable path to cultural alignment and workforce engagement. As employer branding becomes an increasingly vital component of organizational strategy, this research affirms that agility is not a temporary trend, but a durable framework for building responsive, inclusive, and high-impact human capital systems. Future research and

practice must continue to explore this evolving terrain, ensuring that organizations remain adaptive, authentic, and human-centered in a constantly shifting world of work.

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APPENDIX A
SURVEY COVER LETTER

Dear,

I am inviting you to participate in a research study I am conducting as part of my Doctoral research in Business Administration at SSBM Swiss. The study is titled "Implementing Employer Branding Using Agile Methodologies in the Kitchen Appliance Manufacturing Industry." It aims to explore how agile practices can enhance employer branding efforts, contributing to improved employee engagement, retention, and organizational adaptability.

Thank you for considering this invitation to participate in my research study. Your time and insights would be greatly appreciated and valuable to this project.

Warm regards,

Roza Aghababaei Barzegar

SSBM University

سرکار خانم / جناب آقای

از شما دعوت می‌کنم تا در مطالعه‌ای تحقیقاتی که به عنوان بخشی از پژوهش دکتری خود در رشته مدیریت پیاده‌سازی برندسازی کارفرما با " سوئیس انجام می‌دهم، شرکت نمایید. عنوان این مطالعه SSBM بازرگانی در دانشگاه است. هدف این مطالعه بررسی این است که چگونه "استفاده از روش‌های چابک در صنعت تولید لوازم آشپزخانه روش‌های چابک می‌توانند تلاش‌های برندسازی کارفرما را تقویت کنند و به بهبود تعامل کارکنان، حفظ نیروی کار و انعطاف‌پذیری سازمانی کمک نمایند.

از شما بابت در نظر گرفتن این دعوت برای شرکت در تحقیق خود سپاسگزارم. زمان و دیدگاه‌های شما برای این پروژه ارزشمند خواهد بود.

با احترام

رزا آقابابایی برزگر

APPENDIX B

INFORMED CONSENT

Consent Form for Participation in Research

Title of the Study: Implementing Agile Methodologies in Employer Branding within the Kitchen Appliance Manufacturing Industry

Principal Investigator: Roza Aghababaei Barzegar

Institution: SSBM

Contact Information: Roza_babaie@yahoo.com

Purpose of the Study

This study examines how agile methodologies impact employer branding strategies within the kitchen appliance manufacturing industry. It aims to understand how these practices influence employee engagement, retention, and organizational attractiveness.

Participation Overview

You are invited to participate in this research study. Your participation involves completing a survey of approximately 10-20 minutes. The survey will include questions about your experiences and perceptions of employer branding and agile practices within your organization. Participation is entirely voluntary, and you may withdraw from the study at any time without any penalty.

Confidentiality and Data Protection

Your responses will be anonymous. We will not collect any information that could personally identify you. All data will be securely stored in a password-protected database and

only be accessed by authorized research team members. The results will be presented in aggregate form to ensure that individual responses cannot be identified.

Benefits and Risks

Participating in this study does not directly benefit you. However, the insights gained may contribute to a better understanding of agile methodologies in employer branding. This study poses minimal risk and involves no personal or sensitive questions.

Voluntary Participation and Withdrawal Rights

Your participation is entirely voluntary. You have the right to refuse to participate or to withdraw from the study at any time without consequence. Should you choose to cancel, any data you have provided will be excluded from the analysis and deleted.

Contact Information

If you have any questions about the study, please feel free to contact Roza Aghababaei Barzegar at Roza_babaie@yahoo.com

Consent

By selecting "I Consent" below, you confirm that you have read and understood the information and agree to participate in this study.

I Consent

I Do Not Consent

فرم رضایت‌نامه برای شرکت در تحقیق

پیاپی‌سازی برند کارفرمایی از طریق متد چابک در صنعت تولید لوازم خانگی آشپزخانه :عنوان تحقیق

محقق : رزا آقابابایی برزگر

SSBM SWISS نام دانشگاه :

Roza_babaie@yahoo.com اطلاعات تماس :

هدف مطالعه

هدف این مطالعه بررسی تأثیر روش‌های چابک بر استراتژی‌های برندسازی کارفرما در صنعت تولید لوازم خانگی آشپزخانه است. این مطالعه به دنبال درک این موضوع است که این روش‌ها چگونه بر تعامل کارکنان، حفظ نیروی کار و جذابیت سازمان تأثیر می‌گذارند.

شرح تحقیق

از شما دعوت می‌شود تا در این تحقیق شرکت کنید. شرکت شما در این تحقیق شامل پر کردن یک پرسشنامه است که تقریباً بین ۱۰ تا ۲۰ دقیقه از زمان شما را خواهد گرفت. پرسشنامه شامل سؤالاتی در مورد تجربیات و درک شما از برندسازی کارفرمایی و روش‌های چابک در سازمانتان خواهد بود. شرکت در این تحقیق کاملاً اختیاری است و شما می‌توانید در هر زمان بدون هیچ‌گونه مشکلی از مطالعه خارج شوید.

محرمانگی و حفاظت از داده‌ها

پاسخ‌های شما ناشناس باقی خواهد ماند و هیچ‌گونه اطلاعاتی از شما جمع‌آوری نخواهد شد. تمام داده‌ها در یک پایگاه داده‌ای امن و محافظت‌شده نگهداری خواهد شد. نتایج به صورت کلی ارائه می‌شود تا از شناسایی پاسخ‌های فردی جلوگیری شود. مزایا و خطرات

هیچ منفعت مستقیمی برای شما در شرکت در این تحقیق وجود ندارد. با این حال، نتایج این تحقیق می‌تواند به درک بهتر روش‌های چابک در برندسازی کارفرما کمک کند. این مطالعه حداقل ریسک را دارد و شامل هیچ‌گونه سؤالات حساس یا شخصی نمی‌باشد.

شرکت اختیاری و حق انصراف

شرکت در این تحقیق کاملاً اختیاری است. شما حق دارید در هر زمان بدون هیچ‌گونه پیامدی از مطالعه انصراف دهید. در صورت انصراف، تمامی داده‌های ارائه‌شده توسط شما از تحلیل خارج و حذف خواهد شد.

اطلاعات تماس

تماس Roza_babaie@yahoo.com اگر سؤالی در مورد این مطالعه دارید، لطفاً با رزا آقابابایی برزگر از طریق ایمیل بگیرید.

رضایت‌نامه

با انتخاب گزینه "رضایت می‌دهم" در زیر، شما تأیید می‌کنید که اطلاعات ارائه‌شده را خوانده و درک کرده‌اید و موافقت خود را برای شرکت در این مطالعه اعلام می‌دارید.

رضایت می‌دهم

رضایت نمی‌دهم

APPENDIX C
SAMPLE SURVEY

Employer Branding and Agile Methodology Survey

Section 1: Demographic Information

Department:

HR Marketing Manufacturing R&D Other (please specify)

Role:

Entry-level Mid-level management Senior management Other
(please specify)

Tenure at the Company:

Less than 1 year

1-3 years

3-5 years

More than 5 years

Age:

18-25

26-35

36-45

46 and above

Gender:

Male

Female

Prefer not to say

Other (please specify)

Section 2: Employer Branding

(Using a Likert Scale: 1 = Strongly Disagree, 5 = Strongly Agree)

1. I believe that my company's employer brand reflects its values.
1 | 2 | 3 | 4 | 5
2. I feel that my company values my contributions to the organization.
1 | 2 | 3 | 4 | 5
3. The employer branding at my company makes it an attractive place to work.
1 | 2 | 3 | 4 | 5
4. I feel engaged and motivated due to my company's employer branding efforts.
1 | 2 | 3 | 4 | 5
5. I am aware of the company's Employee Value Proposition (EVP).
1 | 2 | 3 | 4 | 5
6. The company's employer branding strategy clearly communicates its mission and vision.
1 | 2 | 3 | 4 | 5
7. The employer branding reflects my experience working at the company.
1 | 2 | 3 | 4 | 5
8. The employer branding efforts make me more likely to stay at this company long-term.
1 | 2 | 3 | 4 | 5
9. I would recommend my company to others based on its employer branding.
1 | 2 | 3 | 4 | 5

Section 3: Agile Methodology in Employer Branding

(Using a Likert Scale: 1 = Never, 5 = Very Frequently)

10. Our company frequently revises its employer branding strategy based on employee feedback.

1 | 2 | 3 | 4 | 5

11. The company's employer branding strategy is flexible and adapts to changes in the market.

1 | 2 | 3 | 4 | 5

12. I am regularly asked to provide feedback on the company's employer branding initiatives.

1 | 2 | 3 | 4 | 5

13. My feedback on employer branding is frequently incorporated into the company's strategy.

1 | 2 | 3 | 4 | 5

14. The HR team uses agile methods (e.g., sprints, iterations) to manage and update employer branding.

1 | 2 | 3 | 4 | 5

15. Our employer branding efforts are regularly updated through feedback loops and short iterations.

1 | 2 | 3 | 4 | 5

16. Cross-functional collaboration (e.g., HR, Marketing) is used in updating the employer branding strategy.

1 | 2 | 3 | 4 | 5

17. The flexibility of agile branding strategies helps maintain brand consistency across different platforms (e.g., job boards, social media).

1 | 2 | 3 | 4 | 5

—

Section 4: Retention and Satisfaction

(Using a Likert Scale: 1 = Strongly Disagree, 5 = Strongly Agree)

18. I am satisfied with my company's employer branding efforts.

1 | 2 | 3 | 4 | 5

19. The company's branding efforts make me feel more connected to its mission and values.

1 | 2 | 3 | 4 | 5

20. The branding efforts make me feel more likely to stay with the company for the long term.

1 | 2 | 3 | 4 | 5

—

Section 5: the tangible benefits of integrating agile methodologies with employer branding

(Using a Likert Scale: 1 = Strongly Disagree, 5 = Strongly Agree)

21. What improvements in employee engagement or productivity have you noticed since integrating agile methodologies into employer branding?

22. Has the integration of agile methodologies in employer branding led to measurable improvements in employee retention?

23. What impact has the integration of agile methodologies had on the company's ability to attract new talent?

—

Additional Feedback (Optional):

Please provide any additional comments or suggestions regarding the company's employer branding strategy and how it could be improved through agile methodologies.

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APPENDIX D

SAMPLE OF THE INTERVIEW QUESTIONS

You are being invited to participate in a research study that seeks to explore the integration of Agile methodologies into employer branding practices within the kitchen appliance manufacturing industry. The study aims to understand the planning, implementation, and outcomes of such initiatives, including their impact on employee engagement, satisfaction, and retention.

If you agree to participate, you will take part in a semi-structured interview lasting approximately 45–60 minutes. The interview will include questions about your experiences and insights regarding employer branding initiatives and Agile methodologies within your organization. The discussion will be audio-recorded (with your permission) to ensure the accuracy of the data collected.

Your participation is entirely voluntary, and you may withdraw from the study at any time without any consequences. The information you provide will remain strictly confidential and used solely for research purposes. Any identifying details will be anonymized in the research findings to protect your identity and privacy.

There are no anticipated risks associated with participating in this study.

Your insights will contribute to a deeper understanding of employer branding and Agile practices, potentially benefiting both academic research and industry practices.

You may decline to answer any question that makes you uncomfortable or withdraw from the interview at any stage without explanation or penalty.

If you have any questions or concerns about this study, please feel free to contact Roza Aghababaei Barzegar at Roza_babaie@yahoo.com.

By signing this form, I confirm that:

I have read and understood the purpose of the study and what my participation involves.

...I consent to participate in this interview voluntarily.

...I agree to the interview being audio-recorded for research purposes.

...I understand that I can withdraw at any time without providing a reason.

Participants Name : _____

Participants Signature: _____

Date : _____

Researcher's Name : Roza Aghababaei Barzegar

Researcher's Signature: _____

Date: _____

Interview No. ...:

Interviewee Information

- Job Role:
- Company Type:
- Employer Brand Status:
- Level of Agile Adoption:

1. What steps does your organization take to plan employer branding initiatives?

2. How do you ensure that employer branding initiatives align with your organization's overall strategic goals?
3. Can you provide examples of how employer branding initiatives are integrated into your company's strategic framework?
4. How are these initiatives monitored and evaluated within your organization?
5. Have you used agile methods in your employer branding efforts? If so, which methods?
6. What were the main challenges in employer branding before adopting agile methods, and what changes were made?
7. How has adopting agile methods impacted employee engagement levels?
8. What impact have agile-based employer branding initiatives had on employee retention?
9. How do agile approaches in employer branding influence potential employees' perceptions of your organization?
10. Can you explain how agile methods, such as Scrum or Kanban, are used in executing employer branding?
11. Which agile tools or frameworks have been the most useful in the execution process?
12. How have agile principles like flexibility, iteration, and collaboration supported your employer branding strategy?
13. Are there specific roles or teams responsible for adopting agile methods in employer branding within your organization?
14. How have employer branding initiatives impacted employee satisfaction in your organization?
15. What mechanisms do you have for collecting employee feedback?
16. What challenges has your organization faced in implementing employer branding?

17. What measurable results have been observed since integrating agile methods?
18. How has the use of agile methods improved intra-organizational collaboration?
19. Has your employer branding had any impact on your company's financial performance?
20. What is the main benefit of implementing agile methods in employer branding?
21. Have you faced any legal or regulatory challenges in implementing employer branding?
22. How has integrating agile methods helped your organization respond more quickly to market changes?
23. What advice would you give to companies looking to implement agile-based employer branding?
24. How do you think your employer branding performs compared to your competitors?
25. Is there anything else you would like to add?

مصاحبه شماره ۱-۱: مدیر عامل شرکت

اطلاعات مصاحبه‌شونده

- نقش شغلی: مدیر عامل
- نوع شرکت: شرکت متوسط
- وضعیت برند کارفرمایی: در حال توسعه
- سطح استفاده از سیستم چابک: متوسط

-
۱. سازمان شما چه مرحله‌ای برای برنامه‌ریزی ابتکارات برند کارفرما انجام می‌دهد؟
 ۲. چگونه اطمینان حاصل می‌کنید که ابتکارات برند کارفرما با اهداف استراتژیک کلی سازمان شما همسو هستند؟
 ۳. نمونه‌هایی از نحوه ادغام ابتکارات برند کارفرما در چارچوب استراتژیک شرکتتان ارائه دهید.
 ۴. اجرای این ابتکارات چگونه در سازمان شما پایش و ارزیابی می‌شود؟
 ۵. آیا از روش‌های چابک در اقدامات برند کارفرما استفاده کرده‌اید؟ اگر بله، چه روش‌هایی؟
 ۶. قبل از پیاده‌سازی متدهای چابک، چالش‌های اصلی شما در برند کارفرمایی چه بودند و چه تغییراتی ایجاد شد؟
 ۷. اتخاذ روش‌های چابک به چه صورت بر سطح تعامل کارکنان تأثیر گذاشته است؟
 ۸. اجرای اقدامات برند کارفرمایی مبتنی بر چابک چه تأثیری بر ماندگاری کارکنان داشته است؟
 ۹. رویکردهای چابک در برند کارفرما چگونه بر دیدگاه کارکنان بالقوه نسبت به سازمان شما تأثیر می‌گذارد؟
 ۱۰. آیا می‌توانید توضیح دهید که چگونه از روش‌های چابک، مانند اسکرام یا کانبان، در اجرای برند کارفرما استفاده می‌کنید؟
 ۱۱. چه ابزارها یا چارچوب‌های چابکی در فرایند اجرا مفیدتر بوده‌اند؟
 ۱۲. اصول چابک مانند انعطاف‌پذیری، تکرار و همکاری چگونه به استراتژی برند کارفرمایی شما کمک می‌کنند؟
 ۱۳. آیا نقش‌ها یا تیم‌های مشخصی در به‌کارگیری روش‌های چابک برای برند کارفرما در سازمان شما دخیل هستند؟
 ۱۴. ابتکارات برند کارفرما چگونه بر رضایت کارکنان در سازمان شما تأثیر می‌گذارد؟
 ۱۵. چه مکانیسم‌هایی برای دریافت بازخورد از کارکنان وجود دارد؟

۱۶. سازمان شما با چه چالش‌هایی در اجرای برند کارفرمایی مواجه بوده است؟
۱۷. پس از یکپارچه‌سازی روش‌های چابک، چه نتایج قابل‌اندازه‌گیری مشاهده شده است؟
۱۸. استفاده از روش‌های چابک چگونه همکاری درون‌سازمانی را بهبود بخشیده است؟
۱۹. آیا برند کارفرمایی شما تأثیری بر عملکرد مالی شرکت داشته است؟
۲۰. مهم‌ترین مزیت اجرای متدهای چابک در برند کارفرمایی چیست؟
۲۱. آیا چالش‌های قانونی یا نظارتی در اجرای برند کارفرمایی داشته‌اید؟
۲۲. یکپارچه‌سازی روش‌های چابک چگونه به سازمان شما کمک کرده تا به تغییرات بازار سریع‌تر پاسخ دهد؟
۲۳. چه توصیه‌ای به شرکت‌هایی که قصد دارند برند کارفرمایی خود را با روش‌های چابک اجرا کنند، دارید؟
۲۴. به نظر شما، برند کارفرمایی شما در مقایسه با رقبا چگونه عمل می‌کند؟
۲۵. آیا موردی هست که بخواهید اضافه کنید.