



Employer Branding and its Impact on Retention of Employees: A Review Paper

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Introduction

For any organization provided with all the financial and strategic support with latest possible technologies and proactive innovative measures, the major driving force to lead it up from one step to another is its human capital or workforce. Organizations can attract and retain better workforce only, when it has a positive image as an employer. Employer brand is "the image of an organization as a great place to work in the mind of current employees, future potential employees and key stakeholders in the external market." Brands are one of the most valuable forms of assets a firm owns and as a result brand management is a key activity in many organizations. Brand Management have been applied by the Human Imagination in order to attract, engage and retain employees in the same way as marketing applies such pecker to attract and retain customer. The key to developing the employer brand strategy is to arrive at a comprehensive understanding of the organizational culture, key talent drivers (engagement factors), external perceptions, leadership vision, and management practices. Therefore, employer branding or organizational image play a vital role in intention to apply and job choice decisions of applicants.

Branding as a concept as well as a technique be on the top of mind recall, has primarily been associated with consumer products and services. However, given the dramatic changes in the workforce trends and immense competition in the labor market, organizations are applying the principles of branding to human resource management to create an emotional relationship between an employer and employee. Employer brand, as it is referring to, is about capturing the essence of an organization in a way that engages current and prospective talent. An employer brand conveys the 'value proposition' the totality of the organizations culture systems attitudes and employee relationship along with encouraging people to embrace and share goals for success, productivity and satisfaction both on personnel and professional level. In essence, it is a differentiators helping organization to differentiate itself from its peers by creating its branded factors as its USP (Unique Selling Proposition) for employee satisfaction and happiness resulting in retention productivity and efficiency. Similarly, employer branding has become a new approach for gaining an edge in the competitive world.

Branding is important as the best performing employees tend to have choices as to where they work and people tend to prefer to work for quality employers. The better your brand, the better likelihood you will have of hiring star applicants. Those star applicants will be your future leaders and ultimately your assets.

Review of Literature

Kanika Sehgal and N. Malati (2013)¹, carried out a comparative analysis of the employee perspective towards the branding practices adopted by the hotels and reveals that there exists a significant difference in the branding practices of the hotels. Attracting the right talent and retaining it has become a critical aspect for business success. The employer brand encompasses the firm's value system, policies and behaviors towards the objectives of attracting, motivating and retaining the firm's current and potential employees. Employer branding is about capturing the essence of a company in a way that engages employees and other stakeholders.

It is a set of attributes and qualities that makes an organization distinctive and promises a particular kind of employment experience. Employees are the most important internal stakeholders as they play a vital role in the growth and sustainability of the organization".

Evans Sokro (2012)² "conducted a study on employer branding. The blossom purpose of this study was to investigate whether employers use branding in their establishment, and how employer stigmatization influences the attractive force and retentively of employee in the banking sector in Republic of Ghana. The descriptive survey figure was adopted for the study. Eighty-seven employees, including junior and senior staff were conveniently sampled for the study. Data was analyzed using both descriptive and inferential statistics. The effect of the study suggests that organizations use employer steeling processes in their business to attract employees and customers. It was also found that brand epithet of organizations may significantly influence the decision of employees to juncture and stay in the organization. It was therefore suggested that employer need to create conducive work environment with condition to enable employees feel comfortable and remain in the organization".

According to Ranjan Kumar Patra (2012)³, "Employer brand is a complex and distinct combination of promises, opportunities and experience of current and potential employees of the company that creates a high pull for that employer to attract, engage and retain talent in a competitive talent land scope. This includes direct and indirect experiences of dealing with the firm. The employer brand builds an image confirming the organization as a good place to work. Today, an effective employer brand is essential for competitive advantage. With the liberalization of the Indian economy in 1991 and subsequent economic reforms, Indian companies are becoming internationally strategic to utilize the employer brand to attract and retain talent which leads to expand and growth of the business. In Indian organizations, where products are getting commoditized, Employee Value Proposition (EVP) is the factor that can distinguish companies. Organizations are realizing that they should adopt internal branding strategies to leverage upon the employees. Major changes have made it imperative for corporations to do deep introspection as how to meet the challenges of competition and adopt appropriate employee driven strategies to create and sustain corporate advantage. This paper gives some concept on employer branding and also examined the role of Employee Value Proposition to establish how Indian organizations with a positive corporate reputation can attract and retain employees".

Priyadarshi (2011)⁴, "observed that the construct of Employer Branding is becoming especially critical as new engineering science; globalization and the ascension top executive of International brands are changing the way we body of body of work and fuel the competition for talent. This competition, for example, is especially acute in the search for IT skill. In order to survive, large employers need to shuffle a theme shift away from traditional thinking about use and work to physical body more diverse career partnerships with different individual and groups. In the flow labor market, more and more employee is including such view as work/life balance and

a company's commitment to the community among the values they seek in their employer. Rivalry among employers is intense in this market, with many job quipsters able to be more discerning in their choice of an employer. Someone and corporations are re-evaluating their priorities in this new environment, and the effect is a new definition of a successful organization - an organization that includes the social dimension of their workforce as a property of their success".

According to Backhaus and Tikoo (2004)⁵, "employer branding is essentially a three whole step procedure. A firm develops a concept of the particular value it offers to prospective and current employees. This value proposition provides the central content that is conveyed by the employer steel. It is of key importance that this value proposition derives from a through audited account of the characteristics that shuffle the firm a great place to work. It involves carrying the brand "promise " brand to recruits in to the firm and incorporating it as part of the organizational civilization. Employer branding has captured considerable attention in Holocene times. Academicians and practitioners have reported evidence of establishment expending considerable resources on growth of employer brand programme indicating its value".

According to Sullivan (2004)⁶, "employer branding is a long term strategy to manage the awareness and perceptions of employee s, potential employee, and related stakeholder with regards to a particular firm. The employer stain puts forth an image showing the organization as a good position to study".

According to Sutherland, Torricelli, & Karg (2002)⁷, "in organization's skilledemployees are hard to attract and difficult to retain and it has become critical to businesssuccess. The employer branding is used for corporate identity and reputation which communicates its image to current and potential employees".

Luthans and Peterson (2002)⁸, "have found employees who are engaged in their organization with satisfaction demonstrate good performance and achieve success. This helps the corporate managers to be more effective and successful, which in turn increases the manager's self efficacy. Research has shown that self-efficacy is positively linked to work performance, in that individuals with higher self-efficacy are more likely to be proactive in initiating work, and show sustained effort and determination in their pursuit to achieve the task, even when problems occur".

Ambler and Barrow (1996)⁹, "first applied the concept of brand to HRM, viewing the employer as the brand and employee as client. They defined employer brand in price of benefits, calling it the software package of functional, economic and psychological benefits provided by employment and identified with the employing society. Further, employer branding or employer brand management involves internally and externally promoting an open view of what makes a firm different and desirable as an employer. They have also defined employer branding as the development and communication of a governing body's acculturation as an employer in the market. It conveys the "value proposition" the totality of the organization's culture, systems, mental attitude, and employee relationship along with encouraging your people to embrace and contribution goals for success, productivity, and satisfaction both on personal and professional story".

According to Keller (1993)¹⁰, "brand equity elevated the importance of brand in marketing communication strategy, and is often used to persuade customers to buy a product or service. However, in recent years, especially in today's competitive market, employer branding is used to recruit and retain good employees from a diverse work force. Most companies tend to promote factors that make their firm a good place to work and also offering a bright and cheerful office space, an ethos of collaboration and teamwork, flexible working hours, crèche facilities, or even an excellent canteen".

Conclusion

The foregoing review of existing literature on the subject reveals that though many researchers have directed their efforts on various aspects of employer branding, it throws open the fact that there are gaps in the studies on this subject. Despite the uncertain economy the war for talent continues to intensify. Thus the need to attract and retain top performer remains key to business success. By distinguishing oneself from the competition, by promoting strength and confirming values ensures that an organization or an institute stays ahead of the pack and becomes an employer of choice during both recession and boom times.

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