



EMPLOYER BRANDING PERFORMANCE OF THE INDIAN DOMESTIC AIRLINES: AN EMPIRICAL STUDY

Management

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ABSTRACT

In order to attract top candidates from today's shrinking talent pool, organizations need to stand out from the crowd. To build the employer brand, an organization must work from the inside out, with a consistent substance, voice, and authenticity throughout the employment relationship. In this context, an attempt was made to study the perception of employees of the top 3 Indian domestic airlines namely, Air India, Jet Airways and Kingfisher Airline towards their employer branding practices.

KEYWORDS

Employer branding, employee engagement, career progression, etc.,

INTRODUCTION

Organizations around the globe are facing business challenges such as difficulty in interesting and retaining talent employees, lack of employee loyalty, increased overseas competition, enhanced generational change and shortage of skilled candidates. In turn, companies are increasingly being forced to compete on a global scale for human resources and they are struggling to know how advantage is really, "how many better people do the organizations have than their competitors?" The current economic slowdown and the pressure to cut costs and to increase productivity have made the need to get the best people in the right jobs even more crucial.

Concept of Employer Branding

The concept of employer brand has gained importance since 1990's and it is a result of global competition. Unlike corporate brands, an employer brand is not visible in nature. Employer branding is the standard of the employment knowledge, providing points that commence with initial business brand awareness, and permanent throughout the tenure of employment, even extending into retirement. Employer branding refers to "the image of the organization as a 'great place to work' in the minds of current employees and key stakeholders in the external market." It connects the company's culture and values and ensures that employees are passionate, about, and fit in with, the organizational Just a product brands express an image to customers, and an employer product transfers an administrative image to potential and current personnel.

STATEMENT OF THE PROBLEM

Employer classifying is a tool to invite, hire, and recollect in the right fit; it also has an impact on investor value, generating positive human capital practices, and funds bottom-line. Strong employer brands have employer value propositions which are communicated in company actions and behaviour and evoke both emotive and concrete benefits for current and perspective employees. An employee experts imagines fair treatment, trustful and open guided statement, ability to provide wellbeing and profits in present and future, planned and systematic career and succession forecasting, motivating, morale building, team management, smooth disciplinary procedure, business relations, employee benefit oriented culture and practices, adequate talent acquisition management, retention and utilization, proper advancement and up-gradation of workers, participatory management, industrial democracy, clarity in roles and goal, visibly defined authority-concern registering, timely decision making, and objective, fair and growth stimulating organization structure. Building such a brand requires lot of introspection on the part of the company, and responding the questions, 'what kind of company we are, and want to become? And 'how do we live up to the expectations of our stakeholders?' To answer these questions, a organized enquiry is required, In this context, an attempt was made to study the perception of personnel towards branding practices of the select national airlines in India.

OBJECTIVES OF THE STUDY

1. To review the employer branding performs of the choice domestic airlines in India.

2. To study the observation of the employees towards employer classifying practices of the select domestic airlines in India.
3. To suggest suitable actions for the effective employer branding purpose of the select domestic airlines in India.

RESEARCH DESIGN

This study is investigational in nature based on study method. The employees of Air India, Kingfisher Airlines, and Jet Airways were particular for this study. As an grave part of the study, the primary data were together from 300 employees by patient the stratified casual sampling. For this study, the employees are considered into executives, managerial staff and workmen. Questionnaire process was employees to collect the primary data. The secondary data were composed from journals, reports, books and registers of the software companies. In order to training the attitude of employees, chi-square test analysis, of co-efficient of difference, and section analysis were employees. In the present study, the most mutual employer branding practices that are employed in the select domestic airlines only were planned.

FINDINGS

1. No significant differences is found in the satisfaction level of the respondents belonging to different gender, age, salary and cadre towards employer branding practices of the select domestic airlines in India. However, there exists significant difference among the respondents belonging to changed educational status, length of services and the company they belong to towards employer labelling practices.
2. The reliability in the approval level was high among the male personnel, among the employees belonging to 31-40 years, among the workers having post-graduation above qualification, among the employees drawing salary 50001-75000, among the executives, among the employees having 5-10 years of knowledge and among the employees of Kingfisher Airlines towards employer branding performs.
3. The average satisfaction score reveals that the male respondents, respondents of the age group 31-40 years, respondents belonging to post-graduation and above qualification, respondents going to monthly salary Rs.50001-75000, executives respondents belonging to the distance of facilities 5-10 years and employees of Kingfisher Airlines are most satisfied with the employer branding practices.
4. Out of the 300 respondents, 17.33%, 40.76%, 27.24%, 9.71% and 4.95% of the respondents are highly satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied and highly dissatisfied respectively towards the internal communication system. The employees of Kingfisher Airlines have higher average approval score with the internal statement system followed by the employees of Jet Airways.
5. 18.29%, 43.24%, 25.52%, 9.33% and 3.62% of the respondents are highly satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied and highly dissatisfied respectively with reward nor recognition. The employees of Air India have higher level of satisfaction towards reward and recognition followed by the employees of Kingfisher Airlines.
6. 19.62%, 45.33%, 22.67%, 9.52% and 2.86% of the respondents

- are highly satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied and highly dissatisfied respectively with knowledge and development. The employees of Air India have established average satisfaction score with regard to learning and development tracked by the personnel of Kingfisher Airlines.
7. 21.33%, 43.05%, 22.10%, 10.10% and 3.43% of the respondents are highly satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied and highly dissatisfied respectively with provision support. The employees of Air India have higher average satisfaction score regarding service maintenance followed by the employees of Kingfisher Airlines.
 8. Out of the 300 respondents, 20%, 41.52%, 25.71%, 9.14% and 3.62% of the respondents are highly satisfied, neither satisfied nor dissatisfied, discontented and highly dissatisfied respectively with size services. The employees of Air India high level of pleasure towards measurement services followed by the employees of Kingfisher Airlines.
 9. 15.24%, 42.48%, 28.19%, 22.92% and 3.62% of the respondents are highly satisfied, fulfilled, neither satisfied nor dissatisfied, dissatisfied respectively with team management. The employees of Air India have high level of satisfaction towards team management followed by the employees of Jet India.
 10. 16.19%, 48.57%, 23.25%, 8% and 4% of the respondents are highly satisfied, satisfied, neither satisfied nor dissatisfied, disappointed and highly dissatisfied respectively with team management. The employees of Air India have high level of satisfaction towards team management followed by the employees of Jet Airways.
 11. Out of 300 respondents, 15.05%, 45.71%, 29.14%, 7.05% and 3.05% of the respondents are highly satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied and highly dissatisfied respectively with occupation and induction practices. The employees of Kingfisher Airlines have higher level of satisfaction with regard to recruitment and coaching practices followed by the employees of Air India.
 12. Out of the 300 respondents, 17.33%, 30.86%, 23.43%, 22.29% and 6.10% of the respondents are highly satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied and highly dissatisfied respectively with senior leadership. The employees of Air India have high level of satisfaction towards senior management traced by the personnel of Kingfisher Airlines.
 13. 15.05%, 45.71%, 29.14%, 7.05% and 3.05% of the respondents are highly satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied and highly satisfied individually with values and corporate social concern. The employees of Kingfisher Airlines have high level of satisfaction with values and corporate social concern followed by the personnel of Air India.
 14. 9.52%, 44.57%, 35.43%, 7.24% and 3.24% of the respondents are highly satisfied, satisfied, neither satisfied nor dissatisfied, dissatisfied and highly dissatisfied respectively outdoor marketing. The personnel of the Jet Airways have high level of satisfaction with external marketing.

SUGGESTIONS

1. In order to ensure that an employee succeeds in finishing his job tasks and other tasks, scientific performance appraisal becomes required. It provides feedback to the employees on how well they perform. Therefore, the human resource executives of the domestic airlines would be assumed up-to-date job chart, and whenever certain purposes are added or deleted, the job chart should be revised suitably. While defining promotions or increments, performance appraisal shall also be followed and it should be put into act in order to create assurance in the minds of the employees.
2. The select domestic airlines, mainly Jet Airways, shall establish and develop service support to ensure that the safety of workers is observed over. It is an ethical as well as legal duty and also a matter of increasing productivity. With a benevolent approach to employment, it is impossible to accept that man's most valuable possessions, life, health, physical honesty, aptitudes, professional's skills and human dignity should be endangered by his employment. Therefore, regular inspection of compliance with rules and regulations of safety shall be undertaken.
3. The select domestic airlines shall take required efforts to have adequate infrastructure facilities for the conduct of successful need-based training programmes. The respondents state that the trained employees are not documented. So, due gratitude should be given to trained employees by giving special addition and

promotion.

4. The employees of jet airways have low level of fulfilment with team management. Therefore, the domestic airlines shall take required steps to promote team management.

CONCLUSION

In recent years, the world has witnessed the studied entry and success of Indian corporations in the global marketplace. With the continued influx of multinational corporations in Indian corporations expanding beyond their own borders, the chances for India to donate to the world economy have meaningfully increased, with the likelihood of favourable results in the domestic and international markets. Thus, the employer brand as a strategic HR tool will take on greater importance in Indian organizations. There is ample proof that employer branding and worker engagement, when linked, can have significant impact on the company's performance.

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