



## Employer Branding Image on Banking Employees Attraction and Retention in Sivagangai District

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### ABSTRACT

In the recent years in organizations, competition concerning attracting and retaining the best possible competent employees has increased significantly. The external brand means the image that an organization projects among the customers, suppliers, investors, and the public. The internal brand is the image of the employers among the employees. With proper planning and execution of an employer branding initiative by an organization can generate lively dialogue between them and its employees, build a foundation for mutual working arrangement, and establish convincing reasons to attract and retention of employees in an organization.

The main aim of study is to examination the impact of employer branding image on banking employee attraction and retention in sivagangai district. Stratified random sampling was employed to select 217 respondents, from banks located in Sivagangai District. Since the study found that there is no specific Employer branding strategy in the public sector banks, the researcher feels that the policy makers of the respective banks have to design appropriate branding strategy to bring more commitment towards the organizational goal. From the study, it can be concluded that there is no significance difference with regard to attributes of employer branding image between public and private sector banks.

### KEYWORDS

#### Introduction

Today's business environment is matching ahead at a high speed in the labour market. A study stating that the aging workforce and point out that number of employees in the age-band of 20-29 will be drop by 20 per cent and number of employees in the age-band of 50-60 will increase by 25 per cent in a period of decade. On the other hand India is occupying quickly to its place on the world with regard to human capital. Indian society for technical education projected in a report that, it is expected that around 25 per cent of the world's workforce will be Indian by the year 2025 and this picture may last for at least the next 25 years. In this globalised world Indian human capital also mobilizing to the other country where they are attracting and retaining as good, as a result now a day's corporate is concentrating on how to attract and retain its employee for a longer period.

#### Review of literature

A review of literature opens the gateway to a detailed knowledge about the area of the study. Various studies carried out by others on the related aspects enlighten the researcher and provide insight into the various dimensions of the particular study undertaken. It will help in filling up the gap in a particular area of research and also focus the search light on the possibilities of further research on the related aspects of the study.

**Vijayakumar and Asha Parvin (2015)** mention that the employer branding gives an organization in competitive advantages. Employer branding is a tool to attract, hire, and retain the "right fit" it also has an impact on shareholder value, creating positive human capital practices, contribute to bottom-line. Strong employer brands have employer value propositions (EVP's) which are communicated in company actions and behaviors and evoke both emotive and tangible benefits for current and prospective employees. These organizations segment and communicate EVP's which reflect the image that the organizations want to portray to its target audience. Employer Value Proposition (EVP) is a set of associations and offerings provided by an organization in return for the skills,

capabilities and experiences an employee brings to the organization. A company's employer brand is reflected in the actions and Behaviors of leaders and is affected by company policies, procedures, and practices and the same when well planned and implemented results in profitability of organizations. Thus to retain talents inside the organization not only during the bliss of the organization but also in its tough times employer branding strategy plays a vital role.

In a study **Summer Aslam (2015)**, employer branding and intention to apply in recruitment function perspective to potential applicants is examined. For the purpose researcher has collected data from respondents who were studying in different universities. The study comes to the conclusion that intention to apply is central for hale and hearty recruitment and employer branding is positive for intention to apply. Furthermore, consistency in efforts of employer branding is proposed for organizations where employer attractiveness plays a role of different signals for individual perspective.

**Shivani Goswami (2015)**, stated in the paper titled "A Study on Employer Branding and its Impacts on Employee's Attraction and Retention", that the branding has become a serious tool for organizations to draw in quality workers in their organizations. It is essential to have work environments that make the employees feel secure psychologically. Workplaces that provide opportunities for growth additionally build it easier for employers to draw in and retain worker. It's vital for contemporary organizations to be ready to retain skills to alter.

#### Statement of the problem

Employer branding is really a collection of various activities that facilitate the organization to draw in the potential worker. Hence currently corporate have invested with in promoting efforts and creation of strong brands thereby to accumulate and retain the employees. The employer branding is an important strategy as it gives them good result in attraction and retention rate. This has resulted in adopting branding strategy in to the Human Resources Management.

Employer branding is a HR strategy used by the banking companies in India. There is a need to revisit the employer branding strategy since more number of employees switch over to other organization very often. Hence the present study, 'Impact of Employer Branding Image on Banking Employees Attraction and Retention Attributes in Sivagangai District.

Objectives of the study

- To identify the Socio-Economic Profile of Banking Employees Attraction and Retention Attributes in Sivagangai District.
- To study the Perception on Employer Branding Attributes between Employees of Public and Private Sector Banks in Sivagangai District.
- To offer feasible suggestions to the Stakeholders to enhancing Employee Attraction and Retention by effective employer branding strategies.

Research Design and Methodology

The present study carried out by the researcher is an empirical in nature and the study is based on the survey method. The researcher collected the data required for carrying out the present study in two stages. In the first stage, the personal and occupational data relating to sample respondents, their perception about the employer branding attributes and their retention intention attitude were collected among the selected sample respondents with the help of the questionnaire specially designed for this purpose. During the second stage of data collection, the researcher collected the secondary data related to the study such as the concepts relating to employer branding, employer attraction and retention etc., from various published and unpublished records, reports, books, magazines, etc.

SAMPLE PROFILE

Bank	Number of Branch in Sivagangai District	Number of Employees	Sample ¾ of total employees
State Bank of India	19	105	79
Bank of Baroda	4	19	15
Punjab National Bank	6	28	21
ICICI Bank	23	108	81
HDFC Bank	2	15	12
Axis Bank	1	12	9

Stratified random sampling was employed to select 217 respondents, from banks located in Sivagangai District. Initially the researcher has selected six banks each three from public sector and private sector banks on the basis of market coverage, assets, employee turnover etc., the selected banks are State Bank of India (SBI), Punjab National Bank (PNB), Bank of Baroda (BOB), ICICI bank, HDFC Bank, Axis Bank. For analyzing the data collected during the investigation, the following statistical tools such simple frequency, T- test and ANOVA test were used based upon the nature of data received from respondents.

Table No.2  
Perception about Employer Branding Between Public and Private Sector Banks

S. No	Dimension	Bank	N	Mean	SD	'T' value	Df	P value @5 % significance
1	Work Environment	Public	115	24.4435	2.55532	0.300	215	0.765
		Private	102	24.5588	3.11360			
2	Organization Culture	Public	115	23.5478	2.36288	1.860	215	0.064
		Private	102	24.1765	2.61531			
3	Compensation & Reward	Public	115	23.6435	2.41774	2.970	215	0.003*
		Private	102	24.6961	2.80307			
4	work load	Public	115	23.9652	2.65214	1.276	215	0.203
		Private	102	23.4608	3.17063			

Results and Discussion  
Table No.1  
Profile of the Respondents

S. No	Variable	Indices of Profile	Total (N =217)
1	Age	Below 30	77 (35.5)
		31-40	53 (24.4)
		41-50	59 (27.2)
		Above 50	28 (12.9)
		Total	217 (100.0)
2	Gender	Male	155 (71.4)
		Female	62 (28.6)
		Total	217 (100.0)
3	Marital Status	Married	117 (53.9)
		Unmarried	100 (46.1)
		Total	217 (100.0)
4	Type of Family	Nuclear	139 (64.1)
		Joint Family	78 (35.9)
		Total	217 (100.0)
5	Educational Qualification	UG	110 (50.7)
		PG	66 (30.4)
		Professional	41 (18.9)
		Total	217 (100.0)
6	Monthly Income	Below 30000	89 (41.0)
		30001 – 40000	69 (31.8)
		40001 – 50000	41 (18.9)
		Above 50000	18 (8.3)
		Total	217 (100.0)

Source: Computed data

Table No.1 reveals that the profile of respondents. On the basis of age, 77 respondents belong to age group of below 30 years, 53 respondents belong to the age group of 31-40 years, 59 respondents belongs to the age group of 41-50 years and 28 respondents belong to elder age group more than 50 years, On the basis of gender, 155 respondents are male employees and 62 respondents are female employees, considering the marital status, 117 respondents are married and 100 respondents are un-married respondents. In terms of family, 139 respondents belong to nuclear family and 78 respondents are living in joint family structure. 110 respondents belong to under graduation category, 66 respondents belong to post graduation category and 41 respondents belong to professional course category. 89 respondents earn less than Rs. 30000, 69 respondents earn Rs.30001-40000 per month, 41 respondents earn Rs. 40001-50000 per month and 18 respondents earn more than Rs. 50000 per month.

H0: There no significant difference in the perception on employer branding attributes between respondents of public and private sector banks.

5	Reputation	Public	115	23.8435	2.48360	0.368	215	0.713
		Private	102	23.9804	2.99498			
6	Work Life Balance	Public	115	24.7217	2.35658	0.152	215	0.879
		Private	102	24.6667	2.95623			
7	Symbolic Benefit	Public	115	23.6087	2.61472	1.689	215	0.093
		Private	102	24.2255	2.76078			
8	Training and Development	Public	115	24.0957	2.67534	0.923	215	0.357
		Private	102	23.7549	2.75550			
9	Brand Promise	Public	115	23.4087	3.27911	0.988	215	0.324
		Private	102	23.8039	2.50164			
10	Brand Communication	Public	115	23.7217	2.46572	0.070	215	0.944
		Private	102	23.7451	2.46032			

Source: Computed data \* Significant @ 1 % level

Table No.2, it reveals that the calculated 'P' value is more than 0.05 except for the variable compensation at 5 percent level. Hence the null hypothesis is accepted. Therefore it can be inferred that the selected dependent factors such as work environment, organization culture, work load, reputation, work life balance, symbolic benefits, training & development, brand promise and brand communication do not significantly differ in between public and private sector employees.

Further in the case of dependent variable called compensation and reward related 'P' value is 0.003 which less than the 0.05. Hence it can be concluded that the respondent's perception about the compensation & reward that exist in their bank has been differ with public and private sector employees.

In order to find out the influence of various independent variables of the respondents such as Age Group, Gender Group, Marital Status, Type of Family, Educational qualification, Monthly Income and Designation on the perception on employer branding attributes that existed in the selected banks, null hypotheses were formulated as that "There is no significance difference in mean perception value of attributes of employer branding by the selected socio-economic factors' and these null hypotheses were tested with the help of one way anova analysis and the result of the same is presented in Table No.3

**Table No.3**  
**Influence of Personal Variables on the Perception of EB (N= 217)**

Factor	Classification	N	Mean Score	SD	F Stat*	P Value @5 % significance
Age	Below 30	77	239.9740 <sup>a</sup>	13.7055	0.622	0.602
	31-40	53	240.0755 <sup>a</sup>	14.9291		
	41-50	59	241.4068 <sup>a</sup>	16.6569		
	Above 50	28	236.7500 <sup>a</sup>	13.8313		
Education	UG	110	240.4545 <sup>a</sup>	15.7716	0.853	0.428
	PG	66	240.8485 <sup>a</sup>	14.7942		
	Professional	41	237.2683 <sup>a</sup>	12.0623		
Income	Below 30000	89	241.2697 <sup>a</sup>	16.0919	0.878	0.453
	30000-40000	69	237.7246 <sup>a</sup>	14.4282		
	40001-50000	41	240.0000 <sup>a</sup>	13.1110		
	Above 50000	18	242.1111 <sup>a</sup>	13.5815		

Experience	Less	59	240.6271 <sup>a</sup>	15.3599	0.106	0.899
	Moderate	85	239.9882 <sup>a</sup>	14.7046		
	Well	73	239.4247 <sup>a</sup>	14.7393		

Source: Computed Data

Note: 'a' denotes that significant difference between categories

'b' denotes different alpha between categories denotes significant @ 5% using Duncan test

Table No.3 reveals details about the significant and insignificant relationship between the respondents' profile and their perceptions about attributes of employer branding in their bank. The 'P' value of respondents' profile relating to all the demographic variables are more than 0.05 hence the hypothesis is accepted. Further Duncan's Multiple Range Test reveals that there is no significant difference within the variables relating to all the demographic variables are no significant difference between them at 5% significant level.

### Summary and Conclusion

It is observed that, On the basis of age, 77 respondents belong to age group of below 30 years, 53 respondents belong to the age group of 31-40 years, 59 respondents belongs to the age group of 41-50 years and 28 respondents belong to elder age group more than 50 years,

It is out lighted that, On the basis of gender, 155 respondents are male employees and 62 respondents are female employees, considering the marital status, 117 respondents are married and 100 respondents are un-married respondents.

It is observed that, 89 respondents earn less than Rs. 30000, 69 respondents earn Rs.30001-40000 per month, 41 respondents earn Rs. 40001-50000 per month and 18 respondents earn more than Rs. 50000 per month.

It is expressed that, work environment, organization culture, work load, reputation, work life balance, symbolic benefits, training & development, brand promise and brand communication do not significantly differ in between public and private sector employees.

It is identified that there is no significant difference within the variables relating to all the demographic variables are no significant difference between them at 5% significant level.

Since the study found that there is no specific Employer branding strategy in the public sector banks, the researcher feels that the policy makers of the respective banks have to design appropriate branding strategy to bring more commitment towards the organizational goal. From the study, it can be concluded that there is no significance difference with regard to attributes of employer branding image between public and private sector banks.

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