

## Analysis of Building a successful Employer Branding

G. Kavitha<sup>1</sup> & Dr. D. Jublee<sup>2</sup>

<sup>1</sup>Assistant Professor, Department of Commerce, Chidambaram Pillai College for Women, Truchy.

<sup>2</sup>Professor, Department of Management Studies, Karunya University, Coimbatore.

Received: September 17, 2018

Accepted: October 27, 2018

**ABSTRACT:** Employer brand is known as the organization perception by both the potential and current employees to work as a great place. It is otherwise termed as an employer is the organization's reputation. In order to strengthen the employer brand organization which includes the approaches for enhances engagement, talent attraction and retention in an employer branding program. In order to attain a successful strategy of Employer brand, buy-in is the essential for entire organization which includes in Executive Management Team. The genuine current state of employer brand should represent in a truly authentic way. The principles that regarding with employer branding is how to succeed are commonly termed as the linear and sequential measures. The aim is to describe as a journey of process with the right skill set that contribute as an employee to understand the desire to stay and wish to be employed from among a pool of potential candidates. This paper proposes of developing and implementing the process of employer brand strategy to building a successful Employer Brand.

**Key Words:** Employer branding, organization, employee, successful

### 1.Introduction

In the past decade, many more companies seek to develop “the choice of employer” has gained growing interest as the concept of “Employer Branding” .It plays vital role even in the present economic climate of post-recession, it is viewed especially in retaining top talent. Now the economy is preparatory to improve the employees are start looking for other opportunities and may improve their self-Confidence [1]. Today, high quality talent is harder to find and as market becomes more refined, now HR leaders realize to recruit skilled individuals they can't simply rely on as strong consumer brand. Organizations must effectively tell the story for their organization of what it is like to work, must search the human capital this will fix their companies apart and speak precisely to the career desires of these target candidates. The best opportunities of the employer brand to permit potential applicants and also fit for organization culture to opt out. With clearly recognized employer brand, to ensure that the candidates will have improved levels of engagement, encouraging greater efficiency solid culture fit with the organization, results of superior bottom-line and greater rates of retention. Employer branding is the image of organization whereas the work at great place in the external market of key stakeholders and minds of present employees[2]. It is a desirable place to work for some of a company's efforts to communicate to prospective and existing staff.Increasingly, it is possible to also be used to produce what has in the prevalent business media newly been denoted to as 'employment brands' sustaining and building employment proposals that are different and compelling [3]. The 'employer brand' was first invented by [4].

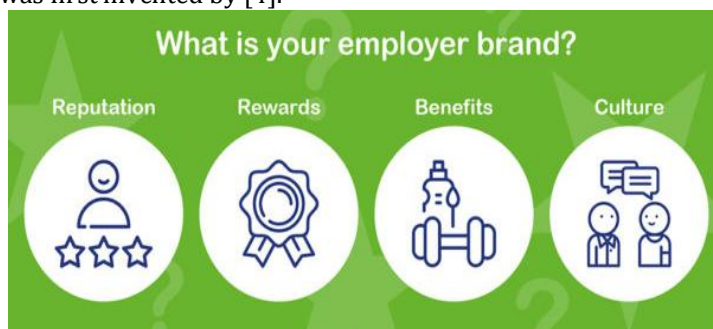


Figure.1 Employer Brand-Workplace

An employer brand is basically who you are as a company, what you stand for, and what you're like to work for. It's an expression of your reputation, the benefits and rewards you give your staff, the culture of your workplace which is shown in the figure-1.

There are 4 phases to emerging a robust employer brand:

- Understand the Organization,
- Build a captivating brand promise for the employees that mirrors reflects the brand promise for customers,
- To improve the standards to measure the success of the brand promise.
- Ruthlessly align the people who all practices to strengthen and support the brand promise.

Employer branding is discussed by cooper (2008) in terms of a company has to deal its new and existing employees. It is the communication within its recruiting and HR marketplace of a company’s brand positioning [5]. This paper, employer branding is best for transforming into an invaluable asset for the organization. This study focus on having a profitable, successful and productive organization of employer branding. The positive employer branding in the organizations where can generally report rise in productivity from retention rates, existing staff and lower recruitment costs.

**2.Literature Review**

The application of principles branding to HR Management which has been referred as “Employer Branding”. Employment branding transfers the individuality of an organization to others. It can be perceived as the encompass of the psychological, economical and functional benefits which are provided by the employment. It is the principle of what the organization positions and should illustrate the central nature of the organization.This is the development of employing an image of being a work at great place in the minds of prospective and existing employees [7]. The heart of Employment branding is Employee Value Proposition (EVP) which is influenced by leadership, talent, culture, organization’s Values and environment. It is both internally and externally support a clear view of what makes a firm desirable and different as an employer (Lievens 2007). The aim for Employer branding is retaining and attracting which are creating an image of the employment experience, create interaction with customer brand, align promise to the customer with promise to the employee, clearly to potential applicants, invite the exact candidates to apply for the job [7]. In these study intended at searching the influence of EVP on business results [8] have recognized that EVP impacts retention and employee engagement, both of which have positive influence on the business results of an organization. Mckinsey Quarterly have recognized that higher EVP are able to find and entice “right fit” talent. Another study paper that has identified the employer brand refers to promote itself both to internal and external employee segments to efforts of an organization.The research article titled “A stakeholder’s perception of the value proposition concept” has recognized that EVP supports in co-creation of value with the stakeholders.PratibaGoswami(2015) in this paper has identified that EVP supports in attracting and identifying the right talent for the organization. The employer branding requirements integrated the ore internal mix which consisting of 3 groups a) top management groups-empowerment, conductive and strategic environment, support, leadership and vision, b) Cross-functional group – Corporate communication, marketing, HR and internal communication and c) business processing group – incentive system, staffing and process or operational changes [6]. In this paper describes the concepts based on the suggestions and challenges in employer branding and also inspect with a positive corporate reputation and also how Indian organization can retain and attract the best employees [11].

**3. Building a successful Employer Branding**

The methodology used for developing and implementing the process of employer brand strategy to build the successful Employer Brand. There are seven successful phases which helps to develop theEmployer Branding.



**Figure.2 Framework for building a successful Employer Brand**

### Phase:1- Leadership Buy-in

The best significant start of the effort in employer branding is buy-in of CEO to the organization. Most of the Top brand organization or companies are essentially more reasonable to have president or CEO as the senior promotor of the activity in employer branding which has nearly 45% but in the case of other brand companies only 25% of the activity is projected given in the Table.1. The buy-in of executive which doesn't contribute with CEO but it consider support simultaneously the whole organization in order to communicate efficiently and also for promoting the employer brand. It is wise to spend time captivating the involvement and support from the other significant executive or department leads beyond the department of HR as the evidence by its differenced through the promoted brand between Top brand organization and other brand organization. Executive Buy-in with high level is important for the Top brand companies 79.9% but in other brand focus for the members of the executives' team 61.4% respectively. In the case of president /CEO top brand companies promotes 75.5% and in the other brand companies promotes 61.4% respectively. The overall promotes of top brand companies involve several department and other group is supported to promote the employer brand[9].

Table.1 Key Involved in Employer Brand

| Top Management of Employer Brand | Top Brand | Other Brand |
|----------------------------------|-----------|-------------|
| CEO/President                    | 45%       | 25%         |
| Non-CEO Executive Team Members   | 17.7%     | 18.8%       |
| HR Department                    | 18.9%     | 23.6%       |
| Talent Acquisition Function      | 1.8%      | 12.6%       |
| Marketing                        | 4.9%      | 6.8%        |

### Phase:2 - To determine stakeholders and their responsibility

The importance in managing of employer brand is as similar like developing it where the researchers highlight the significance of having people to own the brand. Top brand organization signifies that an organizational responsibility has refined for their brand with 44.6% but in the case of other brand organization is 17.6%. Similarly 44.9% of other brand need for representing brand ownership but in top brand with 14.2%. The major involvement in promoting of employer brand for the HR department is noted as the respondent with 80%. This paper mentioned that defined areas in HR department play avital role than other department. Nearly 25% of the respondent noted that "recruitment is the major role for both top brand companies and other brand companies". The area deal in HR department are fascinated with employer brand which have more balance among these areas where discovered in top brands. According to the HR department which focuses on 4 areas such as recruitment, employee relation or engagement, talent acquisition and benefit that provide in the range of 15-25% in top brand organization, but in other brand companies are 8-28%.

### The Partners role in building of Employer Brand

In the process of talent acquisition, employer brand perform the vital role in the area of HR department. This paper represent the several organization nearly 57% where manage to function this area internally but some influence to third party expertise. Companies in the top brand were likely to use partner of about 48.8% for their extent but in the case of other brand companies' use of partner is about 37.8% which is of one-third. Whereas external partner generally perform many roles in expressing brand strategy. Among the organization where the external partner is used as a respondent in which media is the main reason. The partners were used for the purpose of strategy in top brand companies are 61.3% and in other brand companies are 42.9%. Similarly the Partners are more likely to be used for the purpose of media is more in other brand companies as 75% but in the case of top brand companies with 66% respectively.

### Phase:3 - Strategy and Investment of Employer Brand

Most of the companies have mentioned the employer brand is essential were nearly 43.1% of the organization respondents are lack in documentation of employer brand strategy. Specifically this research mentioned that employer brand must be consistent and authentic with the practice of company that driven through strategy. The real difference can be obtain during business plan were top brand companies have defined and document with the strategy of 32.8% which is twice when compared with other brand companies 16.4% respectively. This shows top brand companies have well defined internal with employer brand while compared to other brand, The initial step of the top brand companies defined that represent to the organization were nearly 49.4% of the respondent mentioned their employer brand was well known. This shows that top brand with 79% and in the case of other brand companies as only 26.5%. The overall employer brand companies are more than 68.7% of the respondents.

Table.2 Correlation between Defined Top Brands and Other Brands

| Correlation between Defined Employer Brands in Top Brands and Other Brands | Top Brands | Other Brands |
|--|------------|--------------|
| Defined  | 68.7%      | 31.3%        |
| Not Defined/Neutral  | 17.4%      | 82.6%        |

**Phase:4 - To Develop an Employee Value Proposition**

Employee Value Proposition (EVP) is the reward and benefit provided any of an organization to the employee for his performance as significant to culture of workplace, retention and career management. This paper mentioned that top brand are most generally fixed to their EVPs, it is defined as 49.1% of EVPs comes with top brand companies but only 20% were come with other brands.

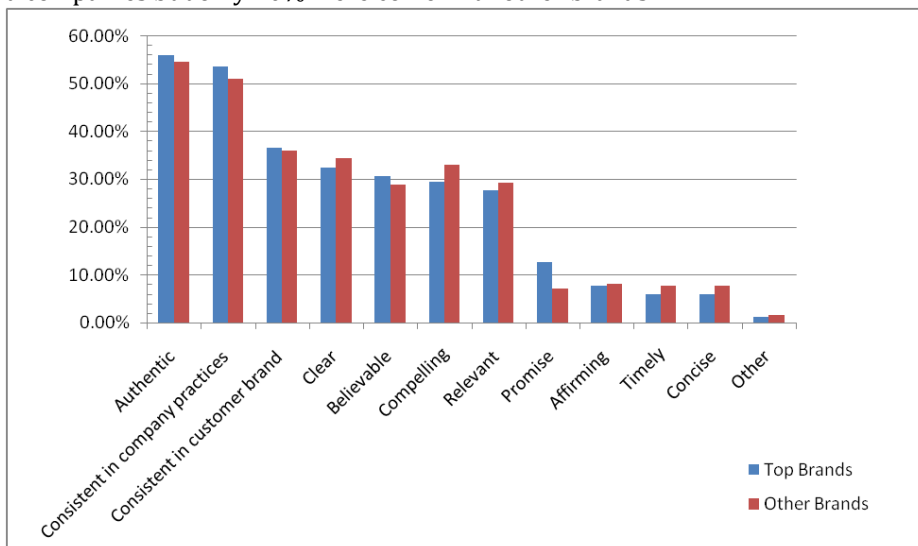


Figure.3 Most Applicable Terms to an Employer Brand

**To build block in Authentic Employer Brand**

Some certain building blocks are foundational to the success by improving and communicating an employer brand to the potential employee. Survey respondents consider that employer brand has 55.3% of authentic and 52.1% of consistent with company practices. It is adequately significant that both customer brand and employer brand are consistent. Some of the factors to be considered based on developing a brand which include in making it clear, compelling, believable and relevant. The organization will plunge short of building an authentic EVP, if it allow for the few persons to simply conclude some messages. The actual authentic EVPs lack the input of both internal and external stake holder at all the levels.

**Phase:5 - Message to be communicated and Leverage to right channels**

**Multi-Channel Approach**

Top brand companies trend is forwarding the additional step is probable were the top brand organization is tend to use all non-social channel for communication compared to other brand.

**Social Channel for Leverage to promote Employer Brand**

In order to leverage the employer brand, part of the social media becomes an important role in the overall strategy. Nowadays the most generally used social networking site is LinkedIn which has nearly 77.9% of respondent and even for employer brand promotional purpose same networking site is used from both top brand and other brand organization. The major difference in top brand organization is usage of more variety in social channel beyond the site LinkedIn. Whereas Instagram and Glass door are the social network were as the part, hence glass door is specifically cited in frequent manner for its application to job seekers who looking the feedback about the prospective employer.

**Phase:6 - To Create Ambassador for Employee Brand**

In an organization, the employer who is forward-thinker are turning towards their employee in order to help in communicating the employer brand. The role of the employee in brand promoting was rated as 62.5% among the overall respondent with high percentage of 75.7% from top brand companies and in the case of other brand companies are 51%. According to the perceiving, the overall organization is not considered to an account in which the group of employee can able to communicate employer brand. Based on this, top brand companies have nearly 54.1% of respondent felt that group could express the company

brand equally but in the case of other brand companies only 31.4% of respondent could express the brand. Whereas strong communication about the employer brand internally through the company intranet were cited by 60.7% of the respondent but 66.4% as the higher percentage in usage of employee event cited. Most probably top brand companies use employee event to communicate the brand but in the other brand companies have used 53.4% of the employee event. In term of senior leader presentation were cited by 69.4% of respondent in top brand companies but in the case of other brand companies only 51.1% were cited by respondent. However top brand companies conduct more action in order to promote the employer brand in overall progress internally than the other brand companies.

#### **Phase:7 - Measuring Return on Investment**

It is not only describing EVP but also communicating and marketing it both externally and internally having to spend the time and effort, it is important to know whether or not it is working. To build a measurement system of employer branding program is an essential to track the Return on Investment (ROI)[10].

The measures which includes:

- Quality-of-hire
- Retention rate
- Time-to-hire
- Cost-per-hire
- Cost-per-qualified-candidate
- Employee engagement
- Employee satisfaction
- Candidate quality

Employee feedback is also helpful way to measure employer brand for Non-quantitative data. In order to monitor, the key issues which should be documented on a regular basis that trends over time.

#### **8.Conclusion**

This paper concludes that seven successive phases will improve the employer brand of both top brand organization and other brand organization. Future success of many more organization which realize that their depends on whether they are able to recruit, attract and retain the employees with the desired qualifications. Success in the conflict for talent is possible to be reached by those employers who are able to efficiently generate the image of a good workplace by interactive own strengths in and outside the organization. Companies with good employer, which have work performance and employees engagement, are able to gain the financial benefits. They construct a belief to employer and the sense of pride in belonging to the organization. It is the significant for reasonable success in nowadays background for suitability and the knowledge-based economy of effective organizational culture.

#### **Reference**

1. Riley, C., "Employment brands to protect against increased staff churn in recovery. Keeping good companies", 01/12, 2009.
2. Minchington, B (2010) "Employer brand leadership- a global perspective, collective learning, Australia, 2010.
3. Lloyd, S, "Branding from the inside out", Business Review weekly, Volume 24, no 10, pp 64-66, 2002.
4. Ambler T and Barrows, "The employer brand- attract, engage, retain, collective learning, Australia, 1996.
5. Cooper, K, "Attract, develop and retain: Initiatives to sustain a competitive workforce", Spring Hill, Qld: Mining Industry Skills Centre, 2008.
6. Ahmed, P. K., Rafiq, M., & Norizan, M. S. (2003). Internal marketing and the mediating role of organizational competencies. *European Journal of Marketing*, 37 (9), 1177-1186.
7. Dr. Suchi Priya, "Conceptualizing employer branding to gain competitive advantage; An Indian IT organization perspective", *Pacific Business Review - A Quarterly Refereed Journal*.
8. Heger Brian K., "Linking the Employees Value Proposition to employee's engagement and business outcomes: preliminary findings from a linkage research pilot study", *Organization Development Journal* 25.2 (Summer 2007), p121-p132, p233.
9. <https://www.hudson.hk/portals/au/documents/Employer-Brand-Strategy-Guide.pdf>
10. <https://www.practicemanagersaustralia.com.au/media/Practice-Managers-AU/EmployerBrandingReportSpread.pdf>
11. Pushpendranamdeo, Dr. R. K. Ghai (2012), "Employer branding: a new corporate strategic plan, *Asian Journal of Multidimensional Research*, Vol.1 Issue 3, ISSN 2278-4853.