



A Study on Strategy of Employer Branding and its impact on Talent management in IT industries

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Abstract: The purpose of the study is to explore the influence of employer branding has on the recruiting and retention of employees. The word Employer branding is modern word for Human Resource Management and Marketers. Employer Branding deals with the concept of impact on attracting the expert employee performance, organisational culture and achieving competitive lead within the market. Organizations have begun to invest on the employer branding as employees are the internal customers of the firm. It's the smoother recruitment process, employee satisfaction, employee retention and competitive advantage. The employees of all the hierarchy levels need to join their hands to achieve employer branding. Employer branding is a strategy employed by a company. It helps to form an Employer Value Proposition (EVP) that conveys desired current and prospective employees why the organization is exclusive and fantastic place to figure in currently, the overall focus of an Employer Branding research is especially targeted towards the recruiting. However, Employer Branding also necessitates branding activities to existing employees and former employees. The analysis of conceptual framework is to formulating the strategy, organising a structure and communication of the desired image and brand values. The aim of this thesis is to analyse how the attract stage of employer branding could be improved and formulate suggestion for improvement.

Keywords: Employer Branding, Employee retention, recruiting, Employer Value Proposition (EVP).

I. INTRODUCTION:

Employer Brand is defined as to describe the reputation of the company and popularity of branding practices from potential human resources activities mainly recruiting and retention describes the company values for consumer targeted marketing and branding efforts. Branding effort is also called as brand image.

Employer branding is mainly helping to find the right talent and retain the existing employee to create loyalty of the organisation.

One of the most critical issues facing organisations is how to retain the employees that they want to keep. Employer brand is an instrument for recruiting and retain the employee. It is not about enhancing employee's potential it involves individual and organisational development in a changing environment of a supportive, people-oriented organisation culture. The organisation of every type, "people process" are failing to keep pace with a changing business landscape. The role of building a strong and effective organisational culture is to proactively focus on recruitment and retention. Building and enhancing employee potential will not only benefit employees, it will also support the organisation in meeting its goals and objectives.

The new and unpredictable sources of competition and o geographic and skills mismatch that finds many talented workers far from the job openings they are best suited to fill.

Employer brand and its influence on Talent Management:

Talent management comprises of a set of varied HR functions to build a strong talent management in the organisation which include processes for recruitment, performance management, competency mapping, career development, training and development and compensation. Talent management mainly involves attracts, acquire, manage and measure the talent needed to achieve a company's business objectives.

II. REVIEW OF LITERATURE:

According to Annelize Botha¹ Mark Bussin¹ Lukas de Sward in the project of "employer brand predictive model for talent attraction and retention" to attract, Manage and develop talent effectively for achieving their organisational goal with the fundamentals of employer branding are

- **Assisting in recruitment:** Talent Management facilitates in effective assessment of recruitments; the highest performers are often estimated to work out their key characteristics and fit them on requirements of the organisation.
- **Enables organisation to fill positions internally:** Talent management helps in effective assessment of the manpower to fill the internal vacancy through performance management and employee development.
- **Transparency:** Organisations confuses whether or not to tell people that they are considered to be talented. It might seem that if the organisation takes the inclusive view and holds that everyone is talent, then it is safe to inform everyone, but if only a small group are recognised as talent, it's really beneficial to inform them. Thus, an efficient talent management system results in transparent organisations.
- **Developing High Potentials:** Whether the main target is on individual competence or organisational competence, developing competence within the organisation is vital to making a talent management system.
- **Managing Diversity within a Talent Management System:** for a few organisations it's not just an issue of having the ability to manage talent but of having the ability to manage differing types of talent, for instance talented women. In fortune 500, female executives are leaving at twice the speed of men thanks to frustration with their work environment, and Leaders Edge Research Study of 100 high-level women leavers revealed reasons for leaving the organisation because of culture, lack of communication and career development.

According to Paul sparrow, - Strategic Talent Management of Contemporary issues.

Contemporary issues in Talent Management

The organisations excel only when they have an outstanding talent management system. Effective talent management systems don't just acquire and introduce highly qualified people to the organisation, they ensure that the fit is right between employee and employer. They also monitor and manage an individual's relationship with the organisation effectively for as long as it is in the best interest of the organisation to have the individual as an employee.

- Selection of the Right People
- Career Self-Management and career contouring
- Work Diversification and flexibility.

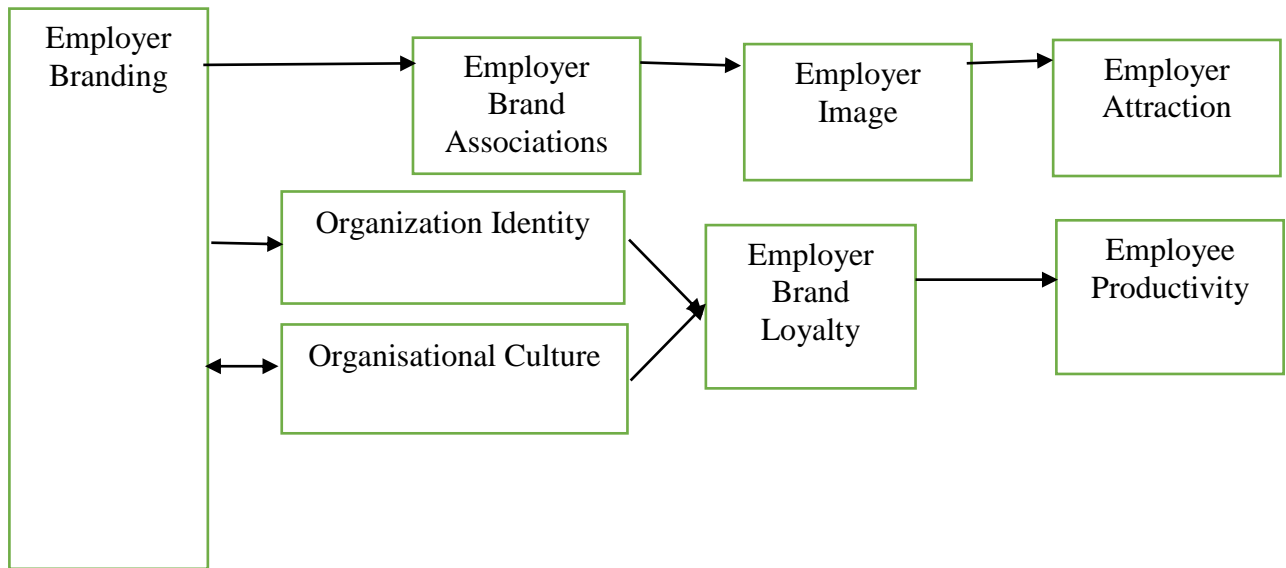
Benefits of Employer Branding:

Employer branding is helps to improve the company's external and internal reputations, organisational attractiveness and to retain the talented employee. The benefits of employer branding are

1. Lower cost per hire
2. Faster time to hire
3. Lower Employee turnover
4. Savings on salaries
5. Helps to attract qualified candidates
6. Improve company performance

Conceptual Framework of Employer Branding Model: According to Backhaus and Tikoo (2004) employer branding involves in all functions of Human Resources Management from organisation needs to employee productivity. In this conceptual framework by creating the process of both internal and external communication of attributes to identify the organisation needs with the aim of attracting, acquiring and retaining the employee.

Figure 1: Employer branding framework. Source: Backhaus and Tikoo (2004)



Strategy of Employer Branding:

According to Kristina Martic from TalentLyft

By Attracting and keeping young, skilled employees is important and often difficult for today's businesses, it will help increase the satisfaction of your employees with their job, and it reduce recruiting costs and increase the company productive.

Talent acquisition has a successful tool of key component is employee branding. It helps to find the right candidate for right job at right time. The successful implementation of 5 steps in employer branding strategy are:

Step1: Identify the employer Branding goals.

In this step to get more job applicants, high quality candidate, increase online engagement, increasing employer brand awareness, trustworthy, more carrier site visitors, increasing referral rates, application from social media.

Step2: Identify your candidate persona

To define the current role of employee. In this step to describe complete profile of the employee before hiring for the job.

Step 3: Define the Employee Value Proposition (EVP)

EVP plays an important role in employer branding to retain the employees. The process mainly consists of five factors are Compensation, Benefits, Career, Culture, Work Environment.

Step 4: To promote the Employer brand

In this step the methods and channels for promoting your employer brand through job advertisement, social network, career site, lectures and workshops, inbound recruiting, Candidate relationship management, Application process.

Step 5: Measures the success of Employer Brand

To measures the success of the employer brand through HR Analytics and hiring metrics.

Engaging & Retaining Talent

A sound retention strategy is into four key elements capable of motivating, engaging and retaining the talent the organisation wants to keep.

- **Performance:** People have a deep need to feel they are succeeding and contributing meaningfully to the wider organisation.
- **Communication:** An Organisation communication process can have a critical impact on the level of motivation and engagement within the organisation.
- **Loyalty:** Loyalty is an earned asset, a reciprocated response to the trust, respect and commitment shown to employees.
- **Competitive advantage:** It is an important part of the employees to succeed and be on the winning team.

Statement of Problem

The aim of the research paper is to identify the actual impact of employer branding in the IT industries and to find out the effectiveness of talent acquisition and to retain the employee.

Objectives of the Study

To analyse the effectiveness of employer branding tool for attracting, acquiring and retaining the talent.

- ✓ To identify the ways to improve employer branding.
- ✓ To identify the attributes which makes an employee satisfaction level about the company brand.
- ✓ To identify the employer branding influence on Talent Management.

Scope of the study:

- Analysis with respect to proper alignment of business objectives with functioning of the departments.
- Ensuring the availability of the talent needed to achieve these goals.
- Escalating the goals down the various levels of the organisation.
- Equipping the right applications and processes to achieve the desired goals.
- Assessing the position of organisation on the Talent Management Maturity Model and also analysing the potential to move to the next level.

III. RESEARCH METHODOLOGY:

Both primary and secondary data has been obtained for this study. The primary data has been collected through the use of a structured questionnaire. Sample size was 200. Simple tabular form was used for analysing the collected data. Secondary data has been collected from the books, journals, online survey, website, records maintained by the organisation.

Statistical Tool Used:

- **Percentage Analysis**
- **Chi - Square test**
- **Correlation**
- **Regression**

Percentage Analysis

Table 1: Designation Wise

Designation	Frequency	Percentage
Project Manager	16	8%
Software Developer	120	60%
Senior Officer	40	20%
Quality Auditor	4	2%
Executive	20	10%
Total	200	100%

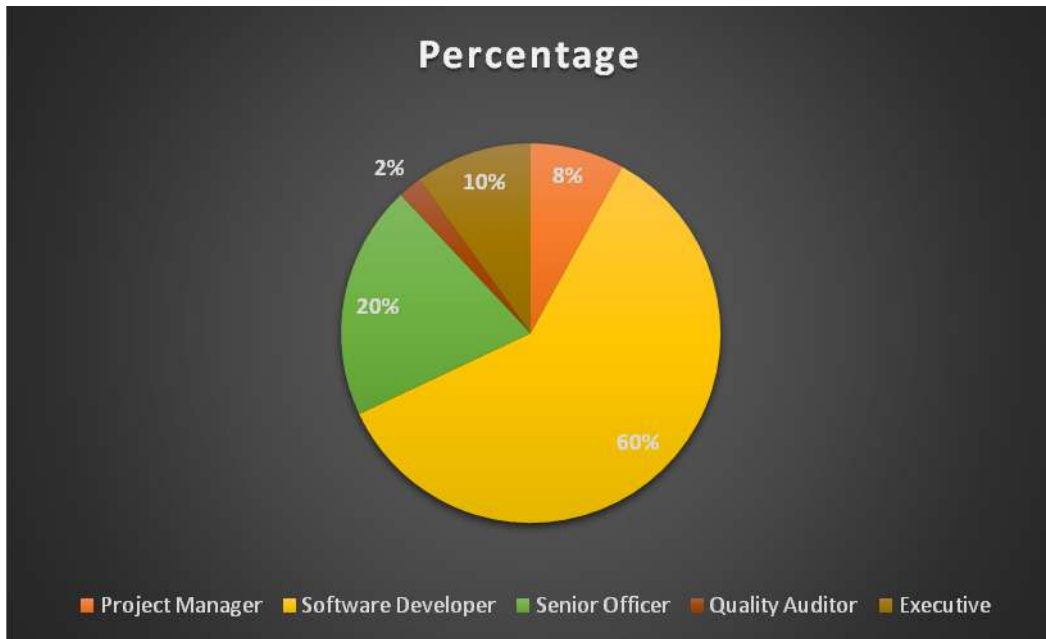
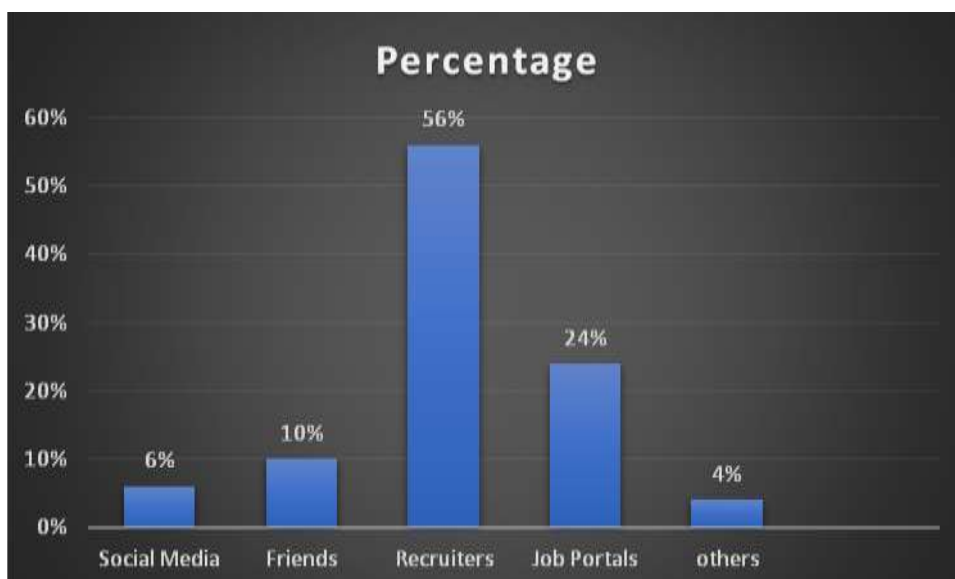


Table 2: Awareness about the company brand

Particulars	Frequency	Percentage
Social Media	12	6%
Friends	20	10%
Recruiters	112	56%
Job Portals	48	24%
Others	8	4%
Total	200	100%

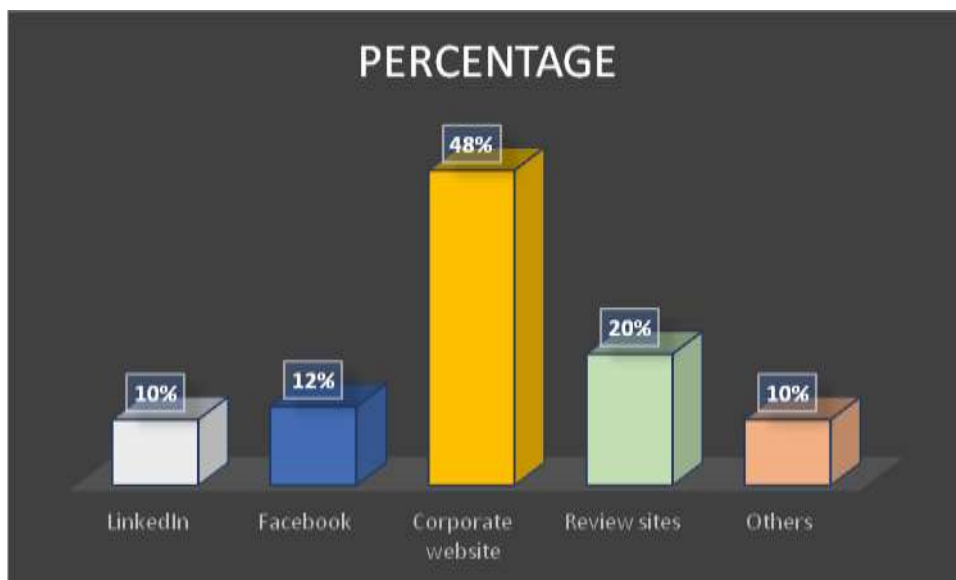


Interference:

The above table shows the majority of the respondents to know about the company brand awareness through recruiters.

Table 3: Based on Medium to know about the company

Particulars	Frequency	Percentage
LinkedIn	20	10%
Facebook	24	12%
Corporate website	96	48%
Review sites	40	20%
Others	20	10%
Total	200	100%



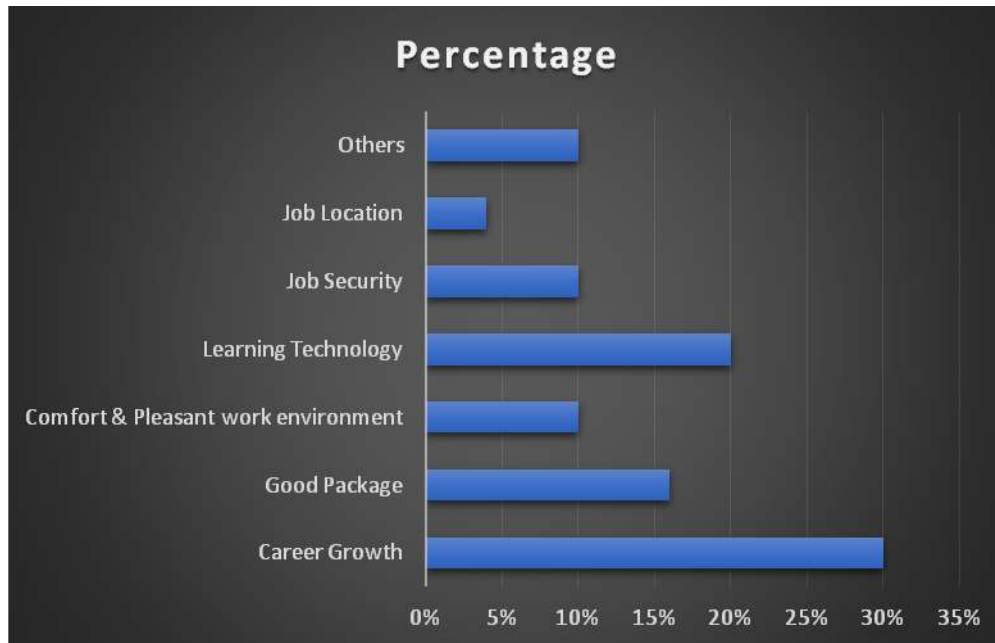
Interference:

The above table shows most of the respondents to know about the company by corporate websites.

Table 4: Based on attributes - employee joining the company

Particulars	Frequency	Percentage
Career Growth	60	30%
Good Package	32	16%
Comfort & Pleasant work environment	20	10%
Learning Technology	40	20%

Job Security	20	10%
Job Location	8	4%
Others	20	10%
Total	200	100%

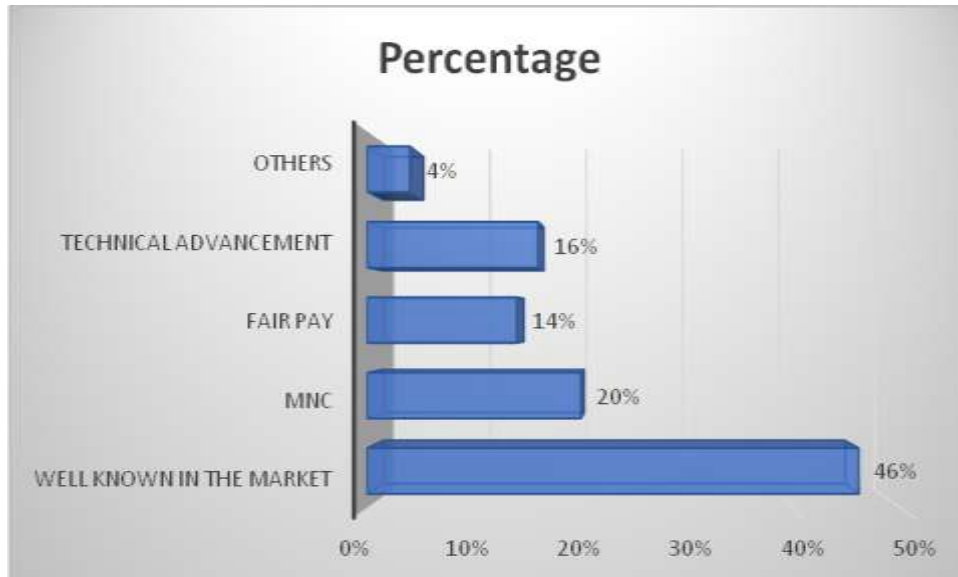


Interference:

The above table shows based on employer's perspective in which area employee shows the interest to join the company. Most of the respondents gives more importance on career growth, Learning technology and some of the respondents on salary package too.

Table 5: Based on Branding – What makes employee feel a company is a branded company

Particulars	Frequency	Percentage
Well known in the Market	92	46%
MNC	40	20%
Fair Pay	28	14%
Technical Advancement	32	16%
Others	8	4%
Total	200	100%

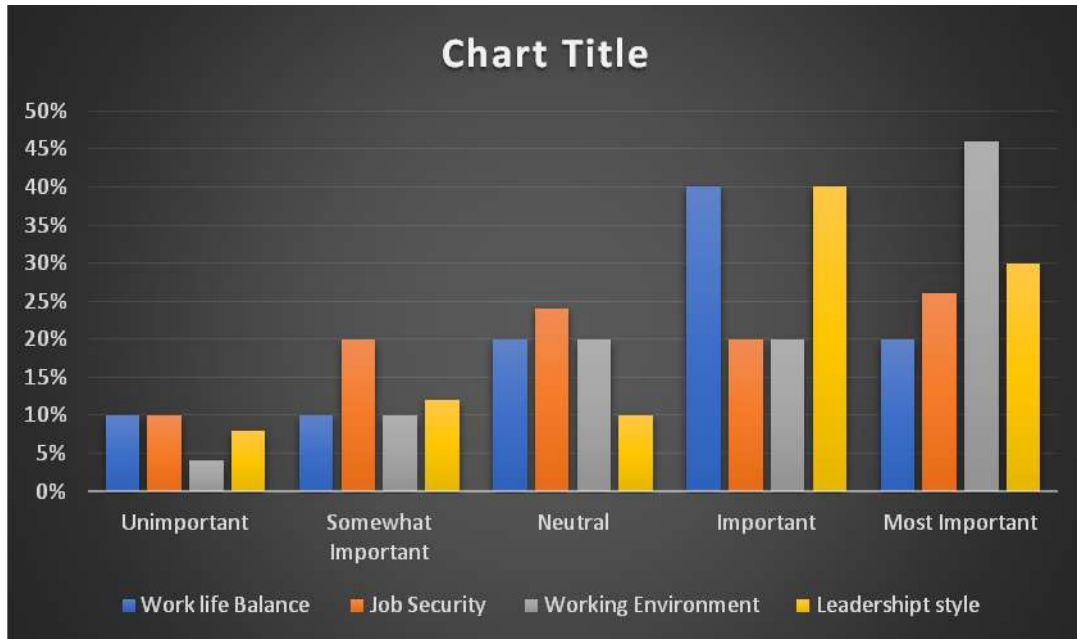


Inference:

The above table shows 46% majority of the respondents consider the company brand mean well known in the market.

Table 6: To evaluate the attractiveness of an employer importance based on work - life Balance, Job Security, Working Environment, Leadership Style.

Particulars	Work life Balance	Job Security	Working Environment	Leadership style
Unimportant	10%	10%	4%	8%
Somewhat Important	10%	20%	10%	12%
Neutral	20%	24%	20%	10%
Important	40%	20%	20%	40%
Most Important	20%	26%	46%	30%



Inference:

The above table shows the comparison of work life balance, job security, Leadership style, working environment and also in which area employee get more attractive.

Chi-square analysis

Null Hypothesis: Ho

There is no significant relationship between Designation and Awareness towards employer branding.

Alternate Hypothesis: H₁

There is a significant relationship between Designation and Awareness towards employer branding.

Calculation of expected frequency:

$$\text{Expected frequency (E)} = \frac{\text{Row total} \times \text{column total}}{\text{Grand total}}$$

Based on the chi – square analysis the calculated value is greater than the tabulated value so we accept the alternative hypothesis, so **there is no relationship between designation and the company brand awareness.**

Correlation analysis

To measures the degree of association between two variables to find out the relationship between the job security and working environment

Coefficient of Correlation to measures the degree of association between two variables to find out the relationship between the job security and working environment

Job Security	20	40	48	40	52
Working Environment	8	20	40	40	92

X	Y	X ²	Y ²	XY
20	8	400	64	160
40	20	1600	400	800
48	40	2304	1600	1920
40	40	1600	1600	1600
52	92	2704	8464	4784
200	200	8608	12148	9264

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n \sum x^2 - (\sum x)^2] [n \sum y^2 - (\sum y)^2]}}$$

r= 0.7979

This is a strong positive correlation, which means that high X variable scores go with high Y variable scores, the interface shows **it as a positive relationship between the job security and working environment.**

IV. FINDINGS OF THE STUDY:

Analysis were made by structured questionnaire with some of the branded company employees through friends, online survey like social media. Due to time factor the sample is limited to 200 employees, the study is confined only to IT employees. The percentage analysis as done for all the questions like Designation wise, Gender wise, awareness about the company brand, based on medium, attributes, branding, sources, work life balance, Job security, working environment and leadership style.

V. SUGGESTION:

- HR professionals conduct an employee satisfaction survey at least once a year.
- Design an efficient employee orientation program.
- Initiate interviews and surveys concerning the important reasons people come to and leave the organisation.
- Improving the hiring process and using the tool effectively and also concentrate on better Match between the individual's talents and job requirement.
- Provide flexible work arrangements and pleasant working environment.
- Start measuring the value of turnover and specialise in the key jobs that have the best impact on profitability and productivity.

VI. CONCLUSION:

The study reveals that employees who are working within the branded companies of IT industries as their occupation shows highly satisfied working under the branded company. Employment branding should be viewed as a long-term strategy, the brand image of organisation promotes. Employer branding is attracting and keeping young skilled employees is important and often difficult for today's business, it will help increase the satisfaction of your employees with other job and as a result shows lower recruiting costs and make your company high productive. Employer brand is an instrument in talent management integrating all the activities like recruitment, staffing, training and development and career management under one tool will have a substantially different effect. On the talent management approaches, organisations should consider the kind of leadership that the organisation is looking to foster for the longer term. The processes that are used to identify, develop and communicate with 'talent' are likely to possess a big significant impact on the organisation development. The culture of the organisation will impact on the perspective taken on talent management, and talented individuals are likely to choose, in the longer-term, to work for organisations whose culture is aligned carefully based on their personal values. In today's scenario the average costs of replacing defecting workforce are intake away at the profitability of even the healthiest organisations. Even when the bottom line remains intact, the loss of just a handful of key potential employees who have a special expertise can shake an organisation to its roots. Organisation that prefer to overlook this process run the risk of losing their highly skilled employees to competitors within the ongoing scrum for talent. "Our people are our most important asset".

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