



## EMPLOYER BRANDING IN GLOBAL DEVELOPMENT - AN STUDY OF CORPORATE SECTOR

**Dr. Apoorva Trivedi**

Assistant Professor, Amity University, Mumbai

[Apurvaa14@gmail.com](mailto:Apurvaa14@gmail.com)

### ABSTRACT

*Employer branding” is a rising discipline with its extraction in classical marketing and HR ideology. Its aspire is to improve an Impression of the organization as an “employer of preference” in the minds of active and ability employees, as well as other stakeholders comprise of customers and recruiters. The purpose is not only to suggest these concrete profits, but to also progress an emotional connection with them. A strong employer brand should join an organization’s principles, people strategy and HR policies and be related to the company brand. With the changing circumstances of Liberalization, Privatization & Globalization (LPG) and succeeding economic reforms, all companies are becoming internationally planned to make use of the employer brand to fascinate and keep hold of talent which guide to enlarge and expansion of business. Nowadays, an efficient employer brand is necessary for competitive benefit.*

*This paper is a review of literature on the notion of employer branding and its progression since 1990. It also concentrate on the present global scenario of employer branding especially in corporate sector, and concluded with some steps towards make an effectual employer branding strategy.*

**Keywords:** *Employee Branding, Employer Brand, strategic Model, Development*

### INTRODUCTION

Branding was originally used to differentiate tangible products, but over the year it has been applied to differentiating people, places and firms (Peter, 1999). According to Aaker (1991), established brand is regarded as a critical means for differentiating between products and creating competitive advantage for organizations. Similarly, employer branding has become a new approach for gaining an edge in the competitive world. The term —employer brandll denotes what people currently associate with an organization. Employer branding refers to the sum of an organization’s efforts to communicate to existing and prospective staff what



makes it a desirable place of work, and the active management of an organization's image as seen through the eyes of its associates and potential hires. According to Barrow and Mosley (2005), —employer branding is not only to transfer the message of the personality of a company as an employer of choice, but it has been used to adopt the tools and techniques usually used to motivate and engage employees. Like a consumer brand, it is an emotional relationship between an employer and employee.

Ambler and Barrow (1960) have defined employer branding as the development and communication of an organization's culture as an employer in the market place. It is the package of functional, economic and psychological benefits provided by employment, and identified with the employing company. It convey the —value proposition— the totality of the organization's culture, systems, attitudes, and employee relationship along with encouraging your people to embrace and share goals for success, productivity, and satisfaction both on personal and professional levels.

## **LITERATURE REVIEW**

There are a number of theories about marketing and branding, and a large number of literatures discussing corporate image and corporate reputation, however, there are only a few theories available concerning employer branding, especially the linkage between employer brand and consumer marketing communication methods. A brand was defined as a name, term, sign, symbol or design, or combination of them which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors (Gardner & Levy, 1995). Clark (1987) on the other hand, offered another definition relating brands with values, i.e. brand is values that provide the important link between consumers and marketers, while Kapferer (1992) approaches brands under a holistic view. He claimed that a brand is not a mere product. It is a product's essence and often brands are examined through their component parts like brand name, logo, design or packaging etc. According to Keller (1993) 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. Levering (1996) has opined that a good workplace is believed to produce higher quality products, support more innovation, have the ability to attract more talented people, and experience less resistance to change and lower turnover costs, all of which translate directly into a better bottom line. According to Sutherland, Torricelli, & Karg (2002), in organization's skilled employees are hard to attract and difficult to retain and it has become critical to business success. The employer branding is used for



corporate identity and reputation which communicates its image to current and potential employees. Luthans and Peterson (2002) 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. According to Robert & Dowling (2002), superior performing firms have a greater chance of sustaining superior performance over time if they also possess relatively good reputations. It is consistent with the growing body of strategy research that links high quality intangible assets with sustained superior performance. Collins and Stevens (2002) have also stated that early recruitment and advertising may have beneficial effects on increasing the quantity and quality of applicants. Fulmer, Gerhart and Scott (2003) have analyzed employer branding policies on top 100 US companies. They found that employer branding policies were associated with not only stable and highly positive workforce attitudes but also had effect on organization's performance. Turban and Cable (2003) have argued that firms higher in corporate social performance (CSP) have more positive reputations and are more attractive employers to employees than firms lower in CSP. Such results suggest that potential applicants are aware of firms' CSP and that those with more positive ratings may have competitive advantages because they attract more potential applicants than firms. Levinson (2007) also suggests that employees who are happy in their work are more likely to stay in that organization, and found that work engagement is significantly related to organizational commitment.

### **Development of Employer Branding Conception**

The term "employer brand" was chief publicly familiarized to a management audience in 1990, and defined by Simon Barrow, chairman of People in Business, and Tim Ambler, Senior Fellow of London Business School, in the Journal of Brand Management in December 1996. This paper is an attempt to check the application of brand management procedures to human resource management. Within this paper, Simon Barrow and Tim Ambler describes the employer brand as the set of functional, economic and psychological advantages offered by employment, and recognize with the employing company". By 2001, of 138 leading companies measured by the Conference Board in North America, 40% claimed to be actively engaged in some form of employer branding activity. In 2003, an employer brand survey conducted by the Economist among a global board of readers revealed a 61% level of awareness of the term "employer brand" among HR professionals and 41% among non-HR professionals.



## **OBJECTIVES OF THE STUDY**

- To revise the related literature to enlarge the concept of employer branding,
- To scrutinize the evolution of the concept,
- To find out how far the concept is being entered in corporate sector, and
- What should be the policy to make it more operative

## **METHODOLOGY**

In command to make this study a meaningful one, the review of available related literature and only secondary data were collected from related journals, books and publications.

### **How can organizations gains from developing an employer brand?**

An employer brand can be used to help organizations compare efficiently in the labour market and need employee loyalty through actual recruitment, engagement and retention exercises. All organizations have an employer brand, irrespective of whether they have intentionally sought to develop one. Their brand will be based on the way they are perceived as a place to work. To be operative, the brand should not only be obvious to candidates at the recruitment stage, but should notify the approach to people management in the organization.

The brand can notify how the business tackles:

- Introduction,
- Execution Management and Reward,
- Managing Internal Communications,
- Encouraging Effective Management Behaviors, and
- Exits from the Organization.

To offer assistances, it is vital that the employer brand is not merely pomposity adopting the organization's values, but is reflective of the real experience of employees. An employer brand approach involves research with employees to understand their attitudes and behavior through a staff attitude review. This employee insight data can inform metrics on people presentation in the organization, providing an opportunity to prove links to organization performance.



### A Planned Model Progressed on Employer Branding

In planning product branding policy, a lot of components are involved. They are

- i) Description of business
- ii) Characteristics of market
- iii) Object Reception,
- iv) Budget flexibility,
- v) Long term mission of the organization, and
- vi) Organizational structure

The external brand is the appearance that an organization schemes to the customers, suppliers, investors, and the public. The internal brand is the aspect of the employers to the employees. When correctly planned and implemented, an employer branding enterprise can produce lively dialogue between an employer and its employees, build a basis for a mutual working arrangement, and found compelling reasons to obligate to the procedure ( Figure 1).





### Commercial Policy concerning Employer Branding Objects – A survey Report

Having a evidently described policy is the most crucial component in achieving employer branding purposes. That's the prepared from the Employer Brand Institute's Global Research Study of more than 2000 companies.

As per the survey report, pleasing the CEO and senior management in the welfares of employer branding was ranks highly. Astonishingly, leading internal and external market research ranked the lowest in rank, signifying companies are rushing into employer branding without a clear direction of where they are heading. How significant are the following issues to an organization in attaining its employer branding purposes is shown in

**Table-1**

Sr. No.	Factors	Rating Out Of 7
1	Having a clearly defined strategy	6.04
2	Senior management engagement	6.02
3	CEO engagement Development	6.01
4	strategies for retaining talent	5.94
5	Communication planning	5.8
6	Development strategies for recruiting talent	5.8
7	Defining employer's value proposition	5.77
8	Producing communications	5.67
9	Collaboration between different departments	5.63
10	Conducting internal research	5.57
11	Conducting external research	4.92

SOURCE : Researcher Compilation

**Note:** Rank is in order from 1 to 7 (1=least important, 7=most important)

The outcome of the global study should be a concern for CEOs where money spent in employer branding enterprises may be misallocated and asymmetrical with the business policy. As far as the companies having a clearly description about the employer branding policy is trouble, most companies are in the initial phases of developing an employer brand policy that builds modest benefits (globally only 16% have a clearly described policy). So the research outcome (see Table-2) offers some significant leadership for leaders to guarantee their investments are engrossed on precedence areas.



TABLE 2 :

Has your company established a clear employer branding approach?		
Yes, we have a clear policy	18%	
Yes, it can be further progressed	35%	
No, but we are working on it	47%	
No, we have not developed a approach	13%	
We don't know	5%	

SOURCE : Researcher compilation

The study also originate while 31% have a approach , it can be established further. Prominently, 37% of companies have now begun work on developing their employer brand approach. A small percentage of respondents (13%) said their company does not have an employer branding approach. These corporations may be in the early stages of rising a business case for speculation or the department liable for managing the employer brand may be having difficulty appealing the CEO and senior managers to assign resources toward the approach.

## CONCLUSIONS

In the current situation, there is not only the need of making a satisfaction in minds of employees, but also an crucial need of creating this positivism in the minds of external customers and stakeholders. The research reveals the challenges confronted by many organizations and the approach adopted. It was also experiential that many organizations are still not very much aware of this notion, though are innocently working on employer branding because everyone wants organization to be the best. It will be comparatively easier to welcome the new world of employment brands. Employer branding is a useful tool to help organizations differentiate what they have to offer in the labour market, and recruit, retain and engage the people they need to succeed. Just as marketers seek to understand their customers, HR people will benefit from gaining ‘employee insight‘ through methods such as employee attitude surveys and focus groups. This insight should inform the HR strategy, influence how internal communications are handled and help in the design of effective people management initiatives



## **REFERENCES**

1. Aaker, D.A. (1991): "*Managing Brand Equity: Capitalizing on the Value of a Brand Name*", The Free Press, New York, NY.
2. Peters, T. (1999): —*The Brand You 50: Fifty Ways to Transform Yourself from an Employee into a Brand that Shouts Distinction*, Knopf Publishersl, New York, NY
3. Brett Minchington and Ryan Estis. (2009): *6 Steps to an Employer Brand strategy – ERE.net*
4. Barrow, S., Richard M.( 2005): —*The Employer Brand: Bring the Best of Brand Management to People at Work*", John Wiley & Sons, Ltd. UK.
5. <http://www.greateplacetowork.in>.
6. <http://www.hrmguide.net/buscon1.html>.
7. <http://www.wikipedia.org/wiki/employer-branding>.
8. <http://www.employmentbrand.com>.
9. <http://www.humanresources.about.com>