

PROJECT DISSERTATION REPORT
ON
“EMPLOYER BRANDING STRATEGIES IN
STRUGGLING COMPANIES”

Submitted By:

Student Name: Pubali Biswas

Roll no:/Enroll no.: 2k21/DMBA/93

Under the Guidance of:

Internal Guide Name: Deepali Malhotra

Designation: Professor



DELHI SCHOOL OF MANAGEMENT

Delhi Technological University

Bawana Road Delhi 110042

CERTIFICATE

I **Dr./Prof. Deepali Malhotra** hereby certify that **Pubali Biswas** student of Masters of Business Administration at **Delhi School of Management, Delhi Technological University** has completed the dissertation Report on “**Employer Branding Strategies in Struggling Companies**”, under my guidance.

Professor

DECLARATION

I declare

(a) That the work presented for assessment in this dissertation Report is my own, that it has not previously been presented for another assessment and that my debts (for words, data, arguments and ideas) have been appropriately acknowledged

(b) That the work conforms to the guidelines for presentation and style set out in the relevant documentation.

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Student Name: Pubali Biswas

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EXECUTIVE SUMMARY

Employer branding is a crucial aspect of attracting and retaining top talent even in struggling companies. Here are some steps that can be taken to create a successful employer branding strategy for a struggling company:

To access current employee perception; it is essential to understand how employees perceive the company, its values and culture. One can use surveys, focus groups and other methods to gather its information and gain insights into what needs to change.

To define company's unique proposition: to determine what makes the company different and what sets it apart from competitors. This could company's culture, values, mission and benefits offered to the employees.

To communicate employer brand: to share the company's unique value proposition with both current and potential employees through various channels, including the company website, social media and job postings. One can also showcase employee testimonials and success stories to further reinforce the employer brand.

To invest in employee experience: to ensure that employees have a positive experience while working at the company. This includes providing safe and supportive work environment, offering competitive compensation and benefits packages and investing in professional development opportunities.

To monitor and measure success: to continuously monitor and evaluate the success of the employer branding strategy by tracking metrics such as employer satisfaction, retention rate and recruiting success. By using this information, one can make adjustment and improvement as needed. Organization's employees are aware that they are an 'asset' in which organization will invest and not a 'cost' to be reduced. Management knows the talents of their employees and utilized them regularly. It can be depicted that company did what was needed to retain their valuable employees that is why the rate of turnover in their company was lower than the industry average.

CHAPTER 1

INTRODUCTION

1.1 BACKGROUND

In this modern-day era of evolving technology and modern ways of recruiting top talent, there is still a gap when it comes to hiring top talents for Struggling companies. Employer branding is a combination of how the candidates (existing and potential) view the company as well as how the market views it which could result in either bringing them onboard or turning them away.

Employer branding especially for Struggling companies can be a deal breaker for them as it will not only attract better talent but will also help them grow. In these times, most of the Struggling companies fail due to poor brand awareness and forming a competitive team.

Employer branding is an emerging area when it comes to HR discipline and company marketing. It helps in developing an image of the organization in the minds of the potential and existing minds of employees as well as stakeholders and their customers. An effective and strong employer brand connects an organization's values, culture and policies which can be linked to a company brand. A stronger employer branding will help Struggling companies position their reputation in the job market which in turn will help them in:

- Attracting the best talent from the pool of candidates.
- Engaging and retaining new and existing employees
- Recognizing and rewarding the employees and sharing the benefits in return for their performance.
- Identifying and positioning unique policies and programs to demonstrate their commitment to employee's well-being and growth.
- Improving the understanding of unique employer traits.

- Sustaining the brand as a living identity and enhancing it over time.
- Showing strong commitment towards people policies and building an appreciating culture within.
- Establishing themselves as an employer of choice in the minds of the candidate pool

An employer brand is a collection of ideas and beliefs that influence the way current and potential employees view an organization and the employment experience that organization is offering. It communicates the company's culture and values and helps to ensure employees are passionate about, and fit in with, the organizational culture to help move the company forward.

Anything an organization does will influence how people view its employer brand, the employment experience that it is offering. Anywhere from the way that jobs are designed, the way that tasks and activities are allocated, the way that managers and supervisors deal with and communicate with their people, through to the way their product or service brand is actually perceived by the wider market, and the way their friends or families see the organisation they are working with.

Therefore, the corporate brand supports and enhances the employer brand. For an employer brand to be successful, it needs to incorporate more than just an enhancement of recruitment communications or improved internal communications. It should focus on the entire employment experience, organizational personality, goals and values and reflect a true understanding of what motivates current employees and the candidate market.

It is really a case of most organizations not recognizing the fact that a whole range of activity - from the way they communicate externally to the way they communicate internally to the way they behave internally in developing an organizational culture - actually does result in brand perceptions.

There is a keen awareness in today's marketplace that talented individuals have more career choice than ever before, and that finance professionals are demanding more career

progression, greater salary advancement, excitement and new challenges, and will hold their employers to account on promises and commitment.

EMPLOYER BRANDING

Employer branding 'is an emerging discipline with its roots in classical marketing and HR principles. Its aim is to develop an image of the organization as an employer of choice' in the minds of existing and potential employees, as well as other stakeholders including customers and recruiters. The objective is not only to offer these tangible benefits, but to also develop an emotional link with them. A strong employer brand should connect an organization's values, people strategy and HR policies and be linked to the company brand.

The employer branding is modern HR topic. It started in late 90s of the last century. The companies started the war for talents, and they had to engage talents on the job market. The organizations needed to hunt talents employed at competitors. The employer branding became a significant part of the war of talents.

The employer branding is focused on building the brand name of the employer on the job market. It is focused on developing the positive relationship with employees and target groups on the job market (potential pools of candidates for the future job vacancies). The employer branding is the essential part of the recruitment and staffing area and consumes a significant proportion of the HR budget.

The employer branding is about the communication of the expectations and benefits provided for meeting the expectations. Many organizations focus on the communication of the quick career path; many organizations focus on the communication of the friendly and fair internal environment. The organizations build the competitive advantage using their corporate cultures.

They build the competitive difference in human capital management and development. The employer branding is not just the recruitment activity. It is mainly driven by the recruitment function, but it incorporates different HR Processes to build a complex picture of the organization as a preferred employer on the job market.

Brands are among firms' most valuable assets and as a result brand management is a key activity in many firms. Most often the focus has been towards corporate branding, but now firms have noticed that branding can be also used in the area of human resources management (Backhaus & Tikoo, 2004). Simon Barrow and Richard Mosley who are seen as the pioneers of Employer Branding have published one of the very few books discussing Employer Branding named *The Employer Brand* (2004). In their book they argue that while many employers have noticed the benefit of valuing their employees as they value their customers, there is lack of standard practice when it comes to Employer Branding planning (Barrow & Mosley, 2005). To find out, in later parts of this research, what the position (i.e. Practice) of Employer Branding in Finnish companies is, the fundamentals of Employer Branding are first studied.

THE IMPACT OF EMPLOYER BRANDING FOR STRUGGLING COMPANIES

The purpose of disapproval is essentially to create the product's image (Cleary, 1981). This image will influence the perceived worth of the merchandise and might increase the brand's price to the consumer, leading to complete loyalty (The social scientist, 1988). An employer complete are going to be accustomed facilitate organizations contend effectively inside the marketplace and drive employee loyalty through effective action, engagement and retention practices. All organizations have an employer complete, no matter whether or not they need consciously sought-after to develop one. Their complete are supported the means that they are perceived as a "place to work", as an example by would-be recruits, current staff and people effort the organization. To be effective, the whole should not alone be evident to candidates at the action stage, but got to inform the approach to people management inside the organization. As an example, the whole can inform but the business tackles: induction, performance management and reward.

Developing an employee complete is not slightly endeavor. Prime management support is important, as can be a structured approach. What unit of measurement consecutive steps? Build a whole Team Developing and maintaining a worker complete can be an extensive and current technique that edges from a team approach. The team got to embrace staff members answerable for approving strategic direction and creative within human

resources. What unit of measurement your strengths and weaknesses? What makes your company unique? Confirm the one-of-a-kind characteristics, like work atmosphere, company history and values that attract, inspire and retain high quality staff. Understand your target candidates through focus groups, surveys or in-depth interviews; conclude what is necessary to prospective candidates once selecting an employer, but they see themselves as people and therefore the manner they need to be seen. This might indicate that section of the audience most closely fits your company and whom you're complete got to target Client based mostly complete equity relates to the results of brand info on consumer response to the commercialism of the merchandise (Keller, 1993). In terms of leader disapproval, complete equity applies to the results of brand info on potential and existing staff of the firm. Leader complete equity propels potential candidates to use.

Further, employer brand equity encourages existing staff to stay with, and support the company. Leader complete equity is that the required outcome of leader disapproval activities. In various words, potential or existing staff will react otherwise to similar action, selection, and retention efforts from fully totally different corporations because of the underlying leader complete equity associated with these corporations. Collins (2006) showed that the beliefs of job seekers regarding the company as a doable leader, "employer data (including familiarity, name and image) powerfully expected every interest in applying for employment and actual application behaviors. Similarly, Chapman et al. (2005) suggests a strong relationship between structure attractiveness perceptions and someone selections like job pursuit, acceptance and choice intentions (Jiang and Iles, 2011).

The Future of Work recognizes the value of innovation, flexibility and agility. And only companies with the best think tanks can sustain and grow in a highly turbulent business environment. The employer brand has a direct impact on the kind of people businesses attract. It's at the center of any recruitment strategy.

Employer branding is important to:

- Attract new talent as it people want to associate themselves with an organization that cares for its people and gives them freedom to work the way they want to.
- Retain their existing employees to reduce the cost of new hiring. Investing into well being and happiness of employees is important in shaping employer's brand. It's the word of mouth that spreads faster than fire.
- Build a global reputation, so that people from around the world are attracted to work with them. With a wider talent pool, companies have more choices and can pick the best from the crowd.
- Secure long term hiring needs, which is possible only if the company is able to attract a wider pool of talent for years to come.
- Enhance customer experience. This is because company reputation and customer experience are intertwined. And a company's reputation depends much more on the quality of people it has and innovation its drives.
- Strengthen online brand visibility. As social media plays a crucial role in spreading the information, with a strong employer brand a company will be able to expand its reach it far flung areas.
- Have more influence on customers. It's impossible for companies to police their brands constantly. It's the employees whose experience counts. What they spread about you has influence on customers. When you're good with your internal customers, it directly impacts the satisfaction level of external customers.

Anyone, including beginners and veterans, who are making a move in their career will always take into consideration:

- How a company treats its employees
- How workplace culture is
- What the chances of growth are

- What opportunities a company provides for personal development
- If the company has seen too many salary freezes
- What perks and benefits the company offers

A company with strong employer brand shows that it cares for people and values them. It has a long way to go.

BRANDING AND PSYCHOLOGICAL CONTRACT

According to Backhaus and Tikoo (2004), in their study on conceptualizing and researching employer branding, the idea of the psychological contract and its result on the employee structure relationship provides a second foundation for employer branding inside the traditional plan of the psychological contract between employees and employers, employees secure loyalty to the firm in exchange for job security, Hendry & Jenkins (1997).

However, the recent trend toward saving, outsourcing, and adaptableness on the a vicinity of the employer has obligatory a brand new kind of psychological contract, inside that employers provide employees with marketable skills through employment and development in exchange for effort and adaptableness (Baruch, 2004). Inside the face of negative perceptions of this new employment reality, firms use employer branding to advertise the benefits they still offer, moreover as employment, career opportunities, personal growth and development. In general, firms area unit gave the impression to fail to deliver a number of these offerings (Newell & Dopson, 1996; Hendry & Jenkins, 1997) thus employer branding campaigns are going to be designed to change perceptions of the firm.

EMPLOYER BRANDING AS EMPLOYER OF CHOICE

Armstrong (2006) found that, the aim of employer branding is to become associate “employer of choice”, a neighborhood where folks choose to work. This means developing what Sears (2003) calls “a price proposition” that communicates what the organization will provide its employees as a “great place of work”. The factors that contribute to being associate employer of different unit of measurement the availability of a reasonable degree of security; raised future employability because of the name of the organization put together that employs and develops top of the range people, what is more as a result of the training opportunities it provides; employment conditions that satisfy work- life balance needs; a reward system that acknowledges and values contributions and provides competitive pay and benefits; fascinating and profitable work; and opportunities for learning, development and career progression.

A powerful technique of retention is exclusively to substantiate that people feel they are valued. Therefore, all the upper than factors adds up to associate employee price proposition that, as the simplest way of attracting and holding high potential employees, acknowledges that they will be longing for durable values and expecting to be managed, to possess freedom and autonomy, high job challenge and career opportunities. Many corporations have developed formal employer branding or have an interest in developing such a program (Conference Board, 2001) ambler and Barrow (1996) define the leader whole in terms of benefits, line it “the package of helpful, economic and psychological edges provided by employment, and illustrious with the victimization company.” thus employer branding portrays organizations as an honest place of labor. The term employer branding suggests the differentiation of a firms“ characteristics as associate leader from those of its competitors. The employment whole highlights the distinctive aspects of the firm’s employment offerings or setting. The Conference Board (2001), proposes that “the leader complete establishes the identity of the firm as associate employer. It encompasses the firm’s price system, policies and behaviors toward the objectives of attracting, motivating, and holding the firm’s current and potential employees”.

These definitions indicate that employer branding involves promoting, each with and outdoors the firm, a clear browse of what makes a firm altogether completely different associate degreed fascinating as associate employer. In addition Backhaus and Tikoo

(2004), define leader branding as a result of the tactic of building associate recognizable and distinctive leader identity, and thus the leader whole as an inspiration of the firm that differentiates it from its competitors. Leader brands are developed to be per the firm's product and company whole. There are some similarities between the leader's whole and thus the merchandise and company whole; but there are also two key variations. One, the leader whole is employment specific, characterizing the firm's identity as associate leader. Two, it's directed at every internal and external audiences whereas product and company branding efforts are primarily directed at associate external audience. In some cases, the employer branding technique is rolled aboard the merchandise and company whole campaign.

External mercantilism of the leader complete establishes the firm as associate leader of choice and thereby permits it to attract the best realizable workers. The idea is that the distinctiveness of the full permits the firm to amass distinctive human capital. Further, once recruits are attracted by the full, they develop a gaggle of assumptions concerning employment with the firm that they will carry into the long-standing time, thereby supporting the firm's values and enhancing their commitment to the firm.

Internal mercantilism helps turn out a force that is exhausting for various firms to imitate. By systematically exposing staff to the value proposition of the leader whole, the work culture is formed around the company goals, sanctionative the firm to achieve a singular culture targeted on doing business the firm's approach. Besides serving to form a force that is exhausting to duplicate, internal mercantilism in addition contributes to employee retention (Ambler & Barrow, 1996) by practice the full to strengthen the conception of quality employment and thereby contributing to worker disposition to stay with the organization.

9 STEPS TO A SUCCESSFUL EMPLOYER BRANDING STRATEGY:

Never has current and future talent been more important to business success than it is today. Today, organizations discuss having a —people advantage and work with —talent optimization. There are also new titles and positions like —Chief Talent Officer. Attracting and retaining the right talent is becoming a key organizational capability. The industry is quickly moving away from a short-term recruitment focus to a long-term employer branding focus.

Companies will gain a competitive advantage by taking a long-term approach to investing in employer branding and developing their brands to align with long-term business needs. Here are some concrete, step-by-step tips to help develop your own employer branding strategies:

1. Understand the business needs:

Employer branding activities may be misdirected if long-term business needs are not fully understood. Understand what types of competences the organization needs in order to deliver on the business plan.

2. Define the main target groups:

Define the weight between current and future talent, based on the business needs and the critical competences. How many resources should an organization spend on attracting new talent versus retaining and developing current talent? Define the main and secondary external target groups that need to be reached.

3. Understand the target groups:

After defining the main and secondary external and internal target groups, fully understand them. Organizations should use research to understand what these groups find attractive. Employers should also know the target groups' current perceptions of the organization and know which stage of the decision process they are in. The deeper the understanding of the target groups, the more effective the communication will be.

4. Optimize the employer value proposition:

An employer value proposition should be the foundation for all external and internal communication with talent. Optimizing the EVP means ensuring that it includes attributes and communication themes that are attractive, credible, sustainable, and that allow for differentiation in the long term.

5. Select KPIs and set objectives:

Once organizations know what is important to business, understand the target groups, and optimize the EVP, find ways to measure impact and to set objectives. By selecting the right KPIs that measure, for example, an organization's attractiveness and brand association, the company can set annual goals. When these goals are met, the employer will know that the brand is moving in a direction that is fully aligned with the business needs.

6. Define an optimal communication mix:

The research indicates which stage of the decision process the target groups are in, and this information will allow organizations to determine where the main focus should lie: on driving awareness, consideration, or desire. This fundamental knowledge will allow companies to optimize the selection of communication channels and will lead to the best possible ROI.

7. Create an annual plan:

Many of the components of an annual employer branding plan — the business needs, the target group's definition and insights, the EVP, the communication mix, the objectives, the main strategies, and the KPIs — are now in place, so the plan starts to solidify. The only remaining component is the activities plan — which activities a company should implement and when.

8. Develop communication ideas:

Based on the EVP and the selected communication channels, organizations now need to develop communication ideas that will have the greatest possible impact on the target groups and set the company apart from the competition. Of course, these communication ideas and concepts should be tested with the target groups before being fully executed.

9. Execute and follow-up:

With the plan and communication ideas in place, execute and continuously follow up. By using the right KPIs and regularly updating them against the objectives, employers will be able to correct and optimize when needed, and ultimately to deliver on the company's business needs.

COST OF BENEFITS

It can be a misconception made by employers that employee pay is a main motivating factor in retaining quality employees, according to the human resources experts at the HR Hero website. A concern that employees have above their salary is the availability of health benefits. This is mostly true with employees that are 25 years of age and older and have a family. The challenge for employers is in finding health benefits the company can afford that will help retain top talent.

PAY STRUCTURE

A challenge faced by any company looking to retain employees is not only finding the right amount to pay employees, but also finding the right pay structure to use for employees, as well, according to the management experts the Management Issues website. For example, sales professionals might believe that more of their pay needs to be based on sales performance, but they also require a base salary to hold them over until commissions can be paid. It is a balancing act that human resources experts are constantly trying to maintain.

DIVERSITY

As the modern workforce continues to be more diverse, it creates the need for employers to be mindful of the workplace environment they are creating, according to business experts Valerie L. Myers and Janice L. Dreachsl in writing on the Entrepreneur website. Human resources departments need to be mindful of the quality of employees they hire and the cultural diversity of the workplace. A company that does not have a diverse environment will find it difficult to attract qualified candidates looking for a strong mix of employee backgrounds.

INDIVIDUALITY

Individuality is something that is important to each worker, but it can be difficult for the company to respect each person's needs. One of the ways that a company can address the individual needs of each employee is to develop strong policies that outline employee assistance options to those employees who might be in need. Encourage employees to go to their managers with issues and encourage managers to be respectful of employee issues. A company that does not make an attempt to recognize the individuality of employees runs the risk of high turnover.

1.2 PROBLEM STATEMENT

Since most Struggling companies struggle to build a strong branding for themselves which in turn affect them in engaging and retaining potential talents could be one of the root causes for them to stay in the market for longer period of time. Most Struggling Companies spend very less time in branding themselves as a top choice among candidates is also a potential root cause for them to not attract talents. Employer branding is a critical aspect for any company be it startup or global as they all need potential talents to run the business going forward. Employer branding for Struggling Companies should be strategically done in order to attract the right set of talents who wants to work in a continuous evolving and growth culture.

1.3 OBJECTIVES OF THE STUDY

The objective is to explore the role that Employer Branding play in attracting and improving organizational effectiveness and success. The concept of an employer brand can be defined as the creation, maintenance and the management of an agreeable, trustworthy and a progressive image of the employer with his policies addressing the needs and concerns of his prospective employees:

- To determine the effectiveness of employer branding practices for retaining employees in the struggling companies.
- To examine the importance of internal employer branding strategies to retain talents.

1.4 SCOPE OF STUDY

Managers can use employer branding as an umbrella under which they can channel different employee recruitment and retention activities into a coordinated human resource strategy. Scholars and academicians can be instrumental in formulating a model employer branding framework for recruiting prospective talents.

CHAPTER 2

LITERATURE REVIEW

THEORETICAL FOUNDATION FOR EMPLOYER BRANDING

Because employer branding has received much attention in practitioner venues, but little in the academic arena, the underlying theoretical foundation for employer branding has not been fully developed. In the next section, we propose a theoretical foundation for employer branding, along with a framework for explicating the process. The practice of employer branding is predicated on the assumption that human capital brings value to the firm, and through skilful investment in human capital, firm performance can be enhanced. Resource-based view (RBV) supports this, suggesting that characteristics of a firm's resources can contribute to sustainable competitive advantage (Barney, 1991). Arguably, the possession of resources that are rare, valuable, non-substitutable and difficult to imitate allow a firm to move ahead of its competitors (Barney, 1991). While we commonly think of plant, equipment and capital as resources that create competitive advantage, human capital has also been shown to operate as an important resource creating competitive advantage (Priem and Butler, 2001). For example, a state-of-the-art facility and technology can create competitive advantage only when There is a highly competent workforce to utilize them (Boxall, 1998). External marketing of the employer brand establishes the firm as an employer of choice and Thereby enables it to attract the best possible workers.

The assumption is that the distinctiveness of the brand allows the firm to acquire distinctive human capital. Further, once recruits have been attracted by the brand, they develop a set of assumptions about employment with the firm that they will carry into the firm, Thereby supporting the firm's values and enhancing their commitment to the firm. Internal marketing helps create a workforce that is hard for other firms to imitate. By systematically exposing workers to the value proposition of the employer brand, the workplace culture is molded around the corporate goals, enabling the firm to achieve a unique culture focused on doing business the firm's way. Southwest Airlines is the textbook case of a how a firm created an outstanding workplace culture that competitors have found difficult to imitate

(Stamler, 2001). This distinctive, even unique workforce, however, can be a source of competitive advantage only if it is stable. If the source of competitive advantage is not sustainable, neither is the advantage (Barney, 1991). Besides helping create a workforce that is hard to duplicate, internal marketing also contributes to employee retention (Ambler and Barrow, 1996) by using the brand to reinforce the concept of quality employment and thereby contributing to employee willingness to stay with the organization.

The theory of the psychological contract and its effect on the employee organizational relationship provides a second foundation for employer branding. In the traditional concept of the psychological contract between workers and employers, workers promised loyalty to the firm in exchange for job security (Hendry and Jenkins, 1997). However, the recent trend toward downsizing, outsourcing, and flexibility on the part of the employer has imposed a new form of psychological contract, in which employers provide workers with marketable skills through training and development

In exchange for effort and flexibility (Baruch, 2004). In the face of negative perceptions of this new employment reality, firms use employer branding to advertise the benefits they still offer, including training, career opportunities, personal growth and development. In general, firms have been perceived to fail to deliver some of these offerings (Newell and Dopson, 1996; Hendry and Jenkins, 1997) so employer branding campaigns can be designed to change perceptions of the firm.

The concept of brand equity provides a complementary theoretical perspective for understanding employer branding. In marketing terms, brand equity is , a set of brand assets and liabilities linked to a brand that add to or subtract from the value provided by a product or service to a firm and/or to that firm's customers' (Aaker, 1991).

Customer based brand equity relates to the effect of brand knowledge on consumer response to the marketing of the product (Keller, 1993). In terms of employer branding, brand equity applies to the effect of brand knowledge on potential and existing employees of the firm. Employer brand equity propels potential applicants to apply.

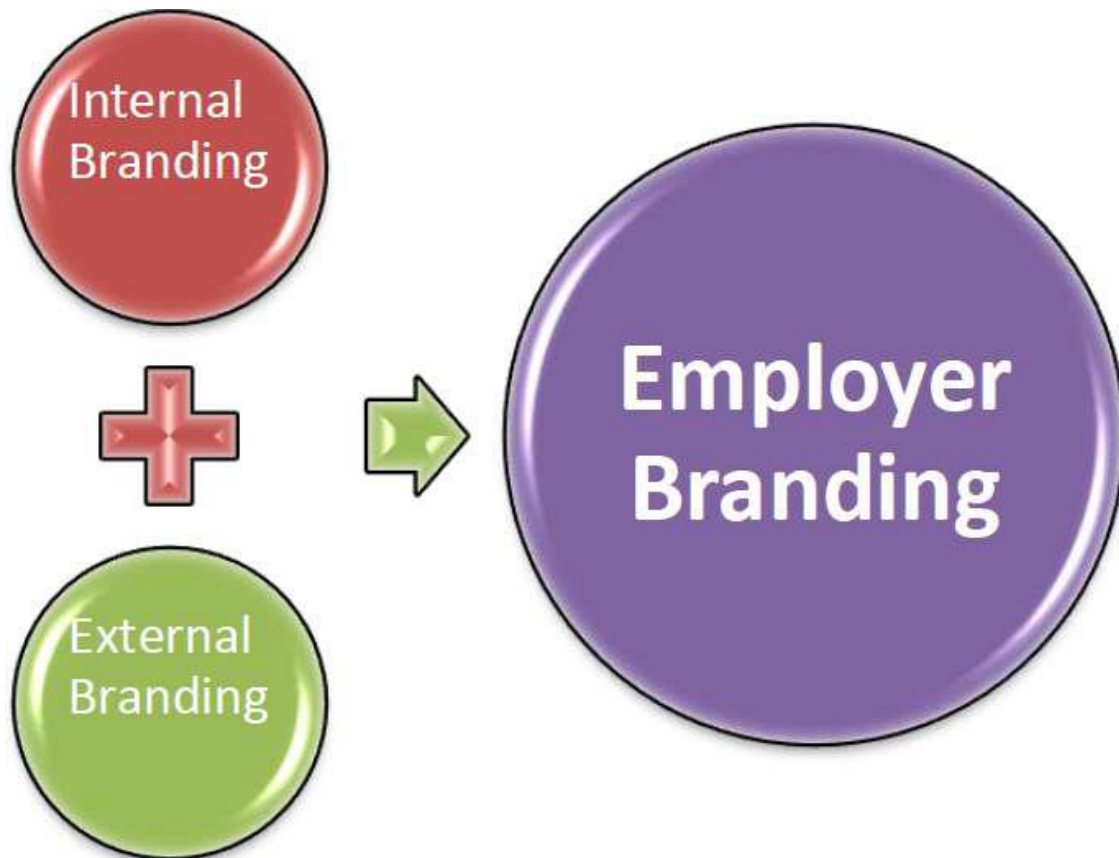
Further, employer brand equity should encourage existing employees to stay with, and support the company. Employer brand equity is the desired outcome of employer branding activities. In other words, potential or existing employees will react differently to similar recruitment, selection, and retention efforts from different firms because of the underlying employer brand equity associated with these firms. Pret A Manger, a specialty fast food company based in the UK, conducted a campaign that has yielded strong employer brand equity. The company combined its product brand appeal with its employer brand package to emphasize the concept of 'passion' for food, for customers, and employees. Pret A Manger's campaign has significantly impacted the number of applications it received, as well as its retention rate (O'Halloran, 2003).

Employer branding: conceptual framework Figure 1 presents a conceptual framework for understanding employer branding, incorporating marketing and human resource concepts. According to Figure 1, employer branding creates two principal assets – brand associations and brand loyalty. Employer brand associations shape the employer image that in turn affects the attractiveness of the organization to potential employees. Employer branding impacts organization culture and organization identity that in turn contribute to employer brand loyalty.

As we have mentioned, organizational culture also feeds back to the employer brand. Employer brand loyalty contributes to increasing employee productivity.

We use the conceptual framework in Figure 1 to develop research propositions regarding employer branding. We use Figure 1 as an organizing framework to develop different propositions, not to diagrammatically show the linkages that represent the complete inventory of propositions developed. Accordingly, some propositions developed in the following discussion are captured in the linkages shown in Figure 1 while some others, which stem from multiple linkages or from a more general understanding, are not specifically captured in the figure.

PROPOSITIONS REGARDING EMPLOYER BRANDING



Source: Modified from Employer Branding definitions of: Backaus&Tikoo(2004), Berthon et al. (2005) Davies (2008), Gaddam (2008).

INTERNAL BRANDING

Internal Branding is concerned with the current and potential employees' information about the employment experience and what is expected of them.

- ❖ **Front office** – Always pay attention to your front office because first impression is last impression. It should be kept neat and clean with a pleasant receptionist who always maintains freshness and welcomes the guests with courtesy.
- ❖ **Stays interview** – HR department can always conduct stay interviews in which they can interact with the employee and ask them regarding their career prospects, their alignment with the company, their feedback regarding their concerned departments, etc. These feedbacks could be analyzed and therefore an internal brand image of the company can be created.
- ❖ **Exit interview** – An exit always carries a fair chance of initiating the chain reaction among the employees. By analysing the exiting reasons, the organization can overcome the justified ones in the future.
- ❖ **Employee satisfaction:** Employee satisfaction is always very important for any organization to grow. A satisfied employee is a productive employee. The company must create a good and positive rapport for the company in the market outside.
- ❖ **Policy information:** A policy should be designed in such a way that it holds good even after a long period of time. A frequent internal policy change sends a message to the outer world that the company is not consistent and reliable.
- ❖ **Customer orientation:** Customers are always the most important factors in business activities. The workforce should always be motivated towards delivery of customers' perceived requirements.
- ❖ **Employee participation:** Always try to ensure the maximum participation from the employee side, either in terms of internal events participation or external events.

EXTERNAL BRANDING

External branding refers to branding which is done by using external sources and which may (or may not) require some investment in monetary or other forms.

- ❖ **Use of job sites** – As HR the first thing which comes to the mind is recruitment, so Job sites also offer good branding opportunities through different means like Pop ups, pop ins etc.
- ❖ **Banners** – Banners are also a good mean for branding. Banners can be of both types' means Online Banner and Street banners. By Online banner, the organization name will be flashed on different web pages as per your choice and price.
- ❖ **Organizing seminar, presentation:** The organization can organize talks, presentations, seminars etc. For attracting people towards your organization.
- ❖ **Corporate social responsibility (CSR):** Corporate social responsibility refers to Corporate getting associated with society for some noble cause. The association can be in any mode either getting associated with a Charitable Trust or a NGO or some other public venture.
- ❖ **Public events** – Public events are one of the major ways of creating a brand image. An organization can participate in any of the public event and assuring that it does not get disappeared in the crowd of many brands or big names.
- ❖ **Newspapers branding** can be done through newspapers as well. If you target the local public, you can go for advertisements considering the individual day circulation, target readers, rapport of newspaper, and type of Newspaper etc. If you target only to employ people for your workforce requirement, you can place job Ads which may seem expensive at the first glance but in terms of attracting the correct workforce, it can do magic.
- ❖ **Email** – For mail ids related to job portals, the organization can create an auto reply which can contain brief description of the key aspects of candidate's and public interest and at the same time introducing that company to the public.

EMPLOYER BRANDING – AS A NEW HR ARENA

This is a market oriented era. If you have a good brand value in market, you will get good response if not; it's very difficult to convince people. From an HR point of view branding is very important. If your organization has a good brand image in the market, it will help you in getting right workforce at right time and at the same time you will have a control over the employee cost. An organization with no brand name has to shell out lots of money to attract and retain the right candidate.

Branding can be done in two ways:

EXTERNAL BRANDING AND INTERNAL BRANDING.

Lots of factors may influence the branding strategy of an organization, like A) Nature of Business B) Nature of market C) Target reception D) Budget flexibility E) Long term mission of the organization F) Organizational structure. Etc. These are the few to count on but there may be many as per the business.

BRANDING STRATEGY

A) Nature of Business – Branding should be based on the nature of business. Like if an finance sector goes for a fashion show, it may not yield the same results as it would have got by going to finance Fair or something similar. A real estate company may go for some road show on property market.

B) Nature of Market – It is always recommended to gauge the market before going for any project which involves market risk Like if you are targeting to explore a Financial market or banking and at the same time it is marred by some other factors like Inflation, you need to design your strategy which could help you in overcoming the negative trend.

C) Reception Target – It's always good to define the reception target or the audiences. If you are planning to sell Villas and targeting the middle class, probability is very high that you will end up spending your time and resources in wrong direction.

D) Budget Flexibility – Budget always plays an important role in deciding the strategies. If your budget doesn't allow you to spend a lot, it's always recommended to partner in any

event where other participants are not of your field and it has got at least one participant who has got a good market value so that you can attract the crowd.

E) Long Term Mission of Organization – Also the long term as well as short term goals of the organization should be kept in mind. If the organization does not have any long term goals in the target market or location, it's always recommendable not to go for branding or it is very much required go for a small, low budgeted branding event.

F) Organizational Structure – Organizational structure is also very vital part for deciding any strategy. Organizational structure is the strength of any organization and any event or branding can be done based on that. Like if your organization does not have lots of hierarchy steps, you can boast of Flatness and claim of equal behavior. And if you have different layers, you can market the clear definition of roles etc.

CORE PRINCIPLES OF EMPLOYER BRANDING

- ❖ Insight
- ❖ Focus
- ❖ Differentiation
- ❖ Benefits
- ❖ Continuity
- ❖ Consistency

BENEFITS OF EMPLOYER BRANDING

Globally, many organizations now use employer branding as bait for attracting and retaining talent. This is in view of the challenges inherent in recruiting top talent, which can be a very tall order. Thus organizations splash huge resources and efforts on building the ,right image', its values, culture and character, in the hope of appealing to potential and

current employees. For obvious reasons, it is only companies with stronger employer brands that are better placed to win this relentless war for rare talent.

Encouragingly, every company has an employer brand, the only difference being some have stronger ones than others and know how to measure its worth. Accrediting the employer brand i.e. the promise it makes to current and potential employees is a fundamental step toward cementing the eminence of the employer brand in the talent market.

Essentially, employer intelligence⁶ is the ability of a company to respond to the changing needs of the talent market – and not only those of current employees. This involves reviewing the company's annual position as an employer compared against other employers through effective research such as HR best practice benchmarking (both locally and internationally), marrying the outcomes of that research with the annual business objectives at the executive level and adapting HR strategy accordingly.

Highly-engaged employees lead to improved customer satisfaction and business results:

- ❖ Employee satisfaction is increased by providing an employment experience which is relevant and valuable to targeting employees and consistent with the promise of the employer brand.
- ❖ Improved ability to attract talent in highly competitive markets and economic conditions.
- ❖ Customer satisfaction is enhanced by improving the quality of service received from employees.
- ❖ Bottom-line profit will be boosted by increased customer loyalty, leading to increased buying and referrals.

Apart from this the other benefits are as follows

1. Increased productivity & profitability

2. Increased employee retention
3. Highly ranked for Employer Attractiveness
4. Increased level of staff engagement
5. Lower recruitment costs
6. Minimized loss of talented employees
7. Employees recommending organization as a ,preferred' place to work
8. Maintenance of core competencies
9. Employees committed to organizational goals
10. Shorter recruitment time
11. Ensured long-term competitiveness
12. Improved employee relations
13. Decreased time from hire to productivity

THE COMPONENTS OF AN EMPLOYER BRAND

Here are some things to consider with respect to your employer brand:

- ❖ Internal communication
- ❖ Reward & recognition
- ❖ Learning & development
- ❖ Measurement systems
- ❖ Performance appraisal
- ❖ Team management

- ❖ Recruitment and on-boarding
- ❖ Working environment
- ❖ External marketing
- ❖ Values
- ❖ Senior leadership

Two of the biggest elements of employment branding are communication and culture. People always want to feel like they 'fit in' and they always want to be communicated to in an open and authentic manner. This holds true whether you're thinking about internal employees or external job seekers and candidates.

EMPLOYER BRANDING ESSENTIALS

Employer branding – the latest buzzword to describe perceptions of an organization as an employer – is being heralded in areas of the press as the answer to attracting and retaining the right talent in an increasingly competitive environment.

CAREER PROSPECTS AND PLANNING ATTRACT

It's true to say that employers which have strong brand awareness rely on it heavily to attract the right staff. A recent workplace study told us that their brand was a key factor when recruiting staff, placing it alongside career progression as the two main attributes to promote to potential recruits. Clearly, brand reputation works harder for major employers and is reflected in the fact that less high profile employers may find the recruitment process more difficult. There is however a disparity between this and what employees tell us. As might be expected, career progression is a key attribute, closely followed by salary. Yet jobseekers rate culture and location more highly than pure brand reputation when considering an employer. Some employers are taking heed. We're seeing organizations secure the best talent by offering a clearly defined career plan, which maps out expectations of the individual and what can be expected from the organization throughout their career.

ALIGN YOUR EMPLOYER AND CUSTOMER BRANDS

Both your employer brand and your external customer brand strategies need to be aligned in order to reflect the brand effectively and consistently, and ensure you are attracting the right people. The bigger the organisation the more people will have already formed an opinion of it. So it's essential the two are in alignment and not working against each other. When the two strategies are aligned, both current and prospective employees will receive the complementary messages, ensuring these become synonymous with your organization. If your employer brand emphasizes and cements the values communicated through your external brand, then when a prospective employee approaches your organization, it will ensure they are being given the same consistent message.

YOUR RECRUITMENT PROCESS NEEDS TO REFLECT YOUR BRAND

Every step of the recruitment process will shape the impression a potential employee has of your organisation and influence them to accept or reject a job offer (or even apply). So it's important that you're happy that the recruitment experience correctly reflects your brand and in turn attracts and engages the right people. Just some of the things you'll want to consider are: where and how you advertise a role; how easy is it for people to apply; when and how you respond to applications; the number of interview steps; where, who and how your interviews are conducted; your rejection and offer process and finally how you stay in contact with the new recruit until the day they start to secure their interest.

EMPLOYEES BREATHE AND ACT AS AMBASSADORS

Make sure that your people support your brand. They should be your strongest brand advocates. They must live and breathe the brand, understand what the brand stands for and what you are trying to achieve. Include everyone, from sales and marketing through to P R and HR when developing your pro positions. Ensure it's fully communicated, understood and embedded internally before taking your brand to market. Focus as much of your efforts

on internal buy-in as you would on your external marketing: There is no point spending millions on marketing campaigns for a potential customer or employee to then interact with an existing employee who doesn't visually or verbally represent the brand. It's inconsistent, will cause internal and external disconnect and any chance of sale and ultimately loyalty are lost.

WHY EMPLOYER BRANDING IS SO IMPORTANT FOR STRUGGLING COMPANIES?

In the job market, Struggling Companies are up against the big players, whose budget allows them to splash the cash and spend big on employment benefits and extrinsic rewards. In turn, Struggling Companies have to be more creative when it comes to creating an employer brand and compelling job-seekers their way. Such an employer brand can revolve around the company culture, team identity and in general the advantages that come with working for small businesses.

To accentuate these advantages, and create an impression out there in the job market, developing and pushing the employer brand is critical for attracting candidates. So while for the big businesses the money speaks for itself, Struggling Companies have to create an identity and personality, and successfully market them.

WHAT ARE THE ADVANTAGES OF WORKING FOR STRUGGLING COMPANIES?

A Comforting Workplace Culture

The workplace culture in Struggling Companies tends to be more informal, and relationships more authentic. With fewer chains of command, the employees are more connected to the CEO, and in turn their own contributions and efforts in the workplace influence the creation of a team identity and a company culture. Such an atmosphere where employees feel they are valued members of the team creates a psychological safety, in which the employees and the organization as a whole operate more productively.

Quality interpersonal relations and a sense of recognition compel to the social and esteem needs of employees. These are real needs which employees are searching for, and Struggling Companies need to compete for becoming the desirable destinations for the fulfillment of these needs.

Work-life Balance and the Hybrid Work Model

Since the beginning of the pandemic, it seems that as more people have become acquainted with the benefits of working from home, more people have started appreciating employers' proposition of a work-life balance. As a record of 4.4 million employees quit their jobs in September in the US, in what is now the Great Resignation, flexibility of working hours and remote working seem to be a priority for the disgruntled workforce.

Whilst workforce relationships in Struggling Companies tend to be more informal and friendly, there is a great deal of centralization which comes with the CEO having to put on a lot of hats to be in control of their business. With this control comes Struggling Companies' ability to supervise remote work, and establish a hybrid work model to satisfy the needs of the employees. The fact that Struggling Companies are more flexible when it comes to the type of employment they offer employees puts them at an advantage in comparison to established corporations, which have already developed a team organization and workload management, whilst the Struggling Companies are able to adjust accordingly.

Job Enrichment

In Struggling Companies, the CEO is usually not the only one who will find themselves wearing a lot of hats and having to take on different responsibilities. A smaller workforce means less specialization, which means that a lot of tasks which do not fit the job description of employees get delegated to them nonetheless.

This sort of cross-training and experience can not only satisfy the employees by changing things up and assigning them different tasks, but it also aids to the personal growth and career development of the employees. Becoming experienced in different key aspects of business and acquiring useful knowledge is very important for ambitious and eager

employees. Of course, some Struggling Companies may outsource such tasks and functions to specialized teams, but keeping these functions in-house can present itself with a myriad of benefits when it comes to talent development and experience.

HOW TO BUILD AN EMPLOYER BRAND AS A STRUGGLING COMPANY?

Considering the information mentioned above, regarding the different advantages of working for Struggling Companies and the concept of an EVP, it would be best to first define the primary reasons why a job-seeker would choose you as their employer. Then, based on this, you will need to map out a recruitment marketing strategy, where you'll be pushing out and marketing content for your career page, social media and blog.

Career Page

A career page is absolutely vital for your employer brand. Having a landing page for passive candidates gives job-seekers directions when considering you as an employer. Ideally, a career page should contain absolutely everything you think a job-seeker would find helpful when considering a career at your company. Job opportunities, your social media, employee testimonials, and anything which will help portray and promote your company culture, such as photo galleries and videos.

Social Media Activity

Your career page and your story may be so captivating as to peak the job-seeker's interest, but retaining that interest is just as important! According to Glassdoor, "68% of Millennials, 54% of Gen-Xers, and 48% of Boomers indicated they visit an employer's social media properties specifically to evaluate the employer's brand". This means that your social media presence is just as important of a component when it comes to building an employer brand.

Utilizing all social media to promote your employer branding is key, however LinkedIn is the platform you may want to be paying most attention to. With LinkedIn, you can promote blogs, videos and photos, all of which serve the purpose of marketing your employer brand. Additional things like celebrating accomplishments and recognizing employees also help.

Furthermore, having a blog which records the journey of your company and gives insight to the behind-the-scenes of your company, announcing milestones and getting insights from employees, is also great content which can be shared on your social media.

All in all, employer branding is an integral part of your recruitment marketing, through which you will be able to attract the talent you're looking for. For Struggling Companies, employer branding is the best way to compete for talent with big corporations, which can provide job-seekers with bigger monetary incentives. However, as HR theories tell us, there are many other sources of motivation for employees, and tapping into them is exactly what Struggling Companies need to win this uphill battle.

RESEARCH PAPERS

1. Nor Adibah Ahmad and Salina Daud, 2015, "Engaging People with Employer Branding".

Abstract

The preferences among employees are varied due to the changes in the 21st century's working environment. It is thus important to determine the factors that employees seek in an organization and their intention behaviour to quit from their job in order to improve the issues of high attrition that happens in an organization. This research aims to determine the relationship between Employer Branding and Turnover Intention among employees in Malaysia's SME-ICT Industry. A cross sectional study and quantitative research methods were used in the study. Questionnaires were administered to employees in the SME-ICT firms in Selangor and 250 respondents cooperated in this study. Practically, this study adopts the concept employer branding and translates it into the SME environment, in an attempt to improve the organization's performance regarding employee's management. By using Smart Partial Least Square (PLS), the result translates the significant relationship between the development value in employer branding and turnover intention.

2. Annelize Botha¹ Mark Bussin¹ Lukas de Swardt¹, 2011, "An employer brand predictive model for talent attraction and retention".

Abstract

Orientation: In an ever shrinking global talent pool organisations use employer brand to attract and retain talent, however, in the absence of theoretical pointers, many organizations are losing out on a powerful business tool by not developing or maintaining their employer brand correctly.

Research purpose: This study explores the current state of knowledge about employer brand and identifies the various employer brand building blocks which are conceptually integrated in a predictive model.

Motivation for the study: The need for scientific progress through the accurate representation of a set of employer brand phenomena and propositions, which can be empirically tested, motivated this study.

Research design, approach and method: This study was nonempirical in approach and searched for linkages between theoretical concepts by making use of relevant contextual data. Theoretical propositions which explain the identified linkages were developed for purpose of further empirical research.

Main findings: Key findings suggested that employer brand is influenced by target group needs, a differentiated Employer Value Proposition (EVP), the people strategy, brand consistency, communication of the employer brand and measurement of Human Resources (HR) employer branding efforts.

Practical/managerial implications: The predictive model provides corporate leaders and their human resource functionaries a theoretical pointer relative to employer brand which could guide more effective talent attraction and retention decisions.

Contribution/value add: This study adds to the small base of research available on employer brand and contributes to both scientific progress as well as an improved practical understanding of factors which influence employer brand.

3. Vinokur-Kaplan D, Jayaratne S, Chess WA., 1994, "Job satisfaction and retention of social workers in public agencies, non-profit agencies, and private practice: the impact of

workplace conditions and motivators”, School of Social Work, University of Michigan, Ann Arbor, pg. 93-121.

Abstract

The authors examine a selected array of agency-influenced work and employment conditions and assess their impact upon social workers' job satisfaction, motivation, and intention to seek new employment. The study makes correlations with past empirical studies on job satisfaction and retention, with staff development concerns as stated in social work administration textbooks, and with conditions subject to administrators' influence. Some specified motivational issues included are salary, fringe benefits, job security, physical surroundings, and safety. The analysis demonstrates the contribution of certain contextual and motivational factors to a prediction of job satisfaction or of intent to leave the organization.

4. Edie V. Slugoski, 2008, “Employee Retention: Demographic Comparisons of Job Embeddedness, Job Alternatives, Job Satisfaction, And Organizational Commitment”, A Dissertation Presented in Partial Fulfillment of the Requirements for the Degree Doctor of Management in Organizational Leadership, University of Phoenix, September.

Abstract

The purpose of this cross-sectional quantitative research study was to explore the factors, by demographic variable that may contribute to employee retention in Saskatchewan's Crown corporations. The population for the study included 4,131 permanent employees employed in six Crown corporations geographically located within 69 of the 298 municipalities in Saskatchewan, Canada. The four factors explored were job embeddedness, job alternatives, job satisfaction, and organizational commitment.

The demographic variables included age, gender, level of education, national descent, race, ability, organization, organizational level, employment status, hours of work, base wage, pension plan, union status, union participation level, type of community, home ownership, spousal living arrangement, spousal working arrangement, and dependents living arrangements. The dependent variable was intent to stay. Nineteen hypotheses were used

to test for differences in the effects of the four factors on intent to stay, within the demographic variables. Multiple regression analysis was used to determine the strength and direction of the relationship between the four factors and intent to stay. ANOVA and t-tests were used to test for differences among factor means. All 19 null hypotheses were rejected.

The findings showed that overall, organizational commitment had the greatest effect on intent to stay, followed by job satisfaction, job alternatives, a job embedded ness. Important for Crown leaders, a comprehensive list of factors significantly related to intent to stay, by demographic category, was produced from the results. Focusing on the factors ranked high in their effect on intent to stay, but rated low by employees may assist Crown leaders in the development of more effective employee retention programs.

The findings also showed job embedded ness added to the employee retention equation, explaining a small but significant amount of intent to stay variance. Further research into the six sub-factors of job embedded ness is needed to improve the overall contribution of the construct to employee retention. The model used in this study may provide the foundation for a more comprehensive understanding of employee retention.

5. Sharma Gagandeep, mahendrumandeep, Singh Sanjeet,manageriaries (2010),
“Study Of Employee Retention In ites Industry: A Case Of North India”, Vol. 1, No. 1,

Abstract

The retention of knowledge worker has become extremely critical for the success of a business organization in the present scenario especially in the service sector with lot of people interface. HR department has to play a key role in designing the policies, practices and strategies, which can enable an organization to retain the human resources contributing significantly to the business. The present study examines the phenomenon of Employee Retention in the ITes sector in the Tri - City of Chandigarh, Mohali and Panchkula in order

to develop appropriate strategies, which can help the organizations in this sector to retain their valuable talent. The major objectives of the research are to study: employee retention strategies followed in the ITeS industry in the Tri-city of Chandigarh, Mohali and Panchkula; significance of select HR practices in the attainment of job satisfaction amongst the employees of the industry; extent of employee attrition prevalent; significance of individual, organizational and industry related factors in determining employee retention; correlation between job satisfaction and employee retention; prevalence of Talent Management System and identify different strategies adopted to reduce the monotony of work for the executive positions. The t-test, chi square test and correlation test is used for evaluation of the data.

6. Gberevbie ED (2010), “Organizational retention strategies and employee performance of Zenith Bank in Nigeria”, African Journal of Economic and Management Studies, March, Volume 1, Pg. (61-74)

Abstract

The purpose of this paper is to empirically examine employee-retention strategies and performance in the Nigerian banking sector over the period 2000-2005, with focus on Zenith Bank in Nigeria. The sector is unique in terms of its contribution to Nigeria's gross domestic product. Design/methodology/approach – The survey research design involving the use of questionnaire and structured interview to obtain primary and secondary data from relevant books, journals and the internet were adopted. The paper also adopted the 2-analytical technique to test for significant relationship between variables. Findings – The study revealed that it is more profitable for organizations to put in place appropriate employee-retention strategies such as good organization's image, staff participation in decision making, enhanced and regular salary package, and humane treatment of employees as strategies for organizational performance. Practical implications – Particularly, organizations are likely to experience frequent employee turnover for as long as they fail to put in place appropriate employee-retention strategies, which is capable of preventing enhanced performance. Originality/value – This paper provides insight into what could enhance the performance of organizations in their quest for quality service

delivery and profitability. Its findings could also be a source of motivation to organizations in other sectors in the area of employee performance.

7. Chiboiwa M, Samuel M and Chipunza C., (2010), “An examination of employee retention strategy in a private organization in Zimbabwe”, *African Journal of Business Management*, August, Vol. 4(10), pp. 2103- 2109,

Abstract

Worldwide, a number of factors have been attributed to the increase in the level of employee turnover. The way people are paid, recognized and achieve salary advancement are critical factors in attracting, retaining, and motivating employees. The challenge for most organizations today is the formulation of an effective employee retention strategy that will help in retaining employees that are considered critical in attaining organizational goals. The prevailing hostile economic environment in Zimbabwe has made the formulation of a realistic retention strategy particularly difficult for managers in the face of an ever changing economic environment that is characterized by hyperinflation with a depleted labour market occasioned by skill emigration.

This research was a case study of a major private sector medical laboratory company in Zimbabwe and was aimed at achieving the following objectives: identify the causes of employee turnover in the organization, examine the current retention practices in the organization, establish the effectiveness of the practices, and attempt a workable retention practice that could reduce the high rate of employee turnover in the organization. Qualitative research design was employed using structured interviews as well as administering research questionnaire to all category of employees. The total population of the organization nationwide comprised of 3820 employees with a sample size of 2240 respondents.

The result of the research showed that labour turnover is higher amongst non-managerial employees. Similarly, majority of the employees would soon quit the organization and lastly, the high rate of employee turnover in the organization is largely attributed to poor reward system administration.

8. Armstrong-Stassen M., Schlosser F. (2011), “Perceived organizational membership and the retention of older workers”, *Journal of Organizational Behavior*, February, Vol. 32, PP: (319-344)

Abstract

Drawing on the perceived organizational membership theoretical framework and the group-value justice model, we developed and tested a model predicting older workers' intention to remain with their organization. We hypothesized that human resource practices targeted to older workers would be related to perceive insider status through how older workers perceived their supervisor managed these practices (perceived procedural and interpersonal justice). We also hypothesized that perceived insider status would mediate the relationship between perceived contribution and intention to remain. We conducted two studies to test the hypothesized model. Study 1 participants (N = 236) were a diverse group of older workers and Study 2 participants (N = 420) were older registered nurses. Using structural equation modeling, we found support for the hypothesized model. All of the hypothesized relationships were significant in Study 2 and all except one were significant in Study 1. Older workers will want to remain a member of their organization when their organization engages in practices tailored to the needs of older workers, their supervisor implements these practices fairly, and their organization conveys that it values the contribution of its older workers thereby fostering a strong sense of belonging.

9. Employer branding: Suman Kumar Dawn, Suparna Biswas, A new strategic dimension of Indian corporations. (2004)

Abstract

Employer branding is defined as a targeted long term strategy to manage awareness and perceptions of employees, potential employees and related stakeholders with regards to a particular firm (Sullivan, 2004). This includes direct and indirect experiences of dealing with the firm. Like actual product branding, organizations have started to invest employer branding as employees are the internal customers of the firm. The employer brand builds an image confirming the organization as a good place to work. Today, an effective employer brand is essential for competitive advantage. With the liberalization of the Indian

economy in 1991 and subsequent economic reforms, Indian companies are becoming internationally strategic to utilize the employer brand to attract and retain talent which leads to expand and growth of the business. This paper gives some concept on employer branding and also to examine how Indian organizations with a positive corporate reputation can attract and retain employees. It also focuses to explain the importance, applicability, outcome and creating an effective employer branding strategy of Indian companies.

10. Kristin Backhaus and SurinderTikoo (2005) Conceptualizing and researching employer branding

Abstract

Employer branding represents a firm's efforts to promote, both within and outside the firm, a clear view of what makes it different and desirable as an employer. In recent years employer branding has gained popularity among practicing managers. Given this managerial interest, this article presents a framework to initiate the scholarly study of employer branding. Combining a resource-based view with brand equity theory, a framework is used to develop testable propositions. The article discusses the relationship between employer branding and organizational career Management. Finally, it outlines research issues that need to be addressed to develop employer branding as a useful organizing framework for strategic human resource management.

11. Lara Moroko and Mark D Uncles (2008) Characteristics of successful employer brands

Abstract

Based on the analysis of data gathered from industry experts, a typology of the characteristics of successful employer brands is presented. Depth interviews were carried out with senior industry participants from the fields of internal marketing, human resources, communications, branding and recruitment. Transcripts were analyzed using formal interpretive procedures. Member checking was undertaken to confirm interpretations. Analysis of the transcripts shows there are two key dimensions of success for an employer brand: attractiveness and accuracy. As with customer-centric brands,

attractiveness is underpinned by awareness, differentiation and relevance. For employer brands, however, the accuracy with which the employer brand is portrayed is also critical to success. This emphasis on accuracy highlights the importance of consistency between the employer brand and employment experience, company culture and values. General implications for the strategic management of employer brands are presented as well as marketing and human resource management strategies for each of the four states of employer branding success in the typology. It is proposed that researchers and firms should assess employer brand success according to the typology, using commonly collected human resources metrics. More generally, a case is established for studying employer branding as a context distinct from consumer and corporate branding and conceptualizing the employment experience of a firm as a product produced by the culture, policies and processes of the firm.

12. Employer Branding –The other side of the coin, Stin wolf homma and Sanne Grevehommer (2008)

Abstract

The thesis is based on an interest in the phenomena ,employer branding' and how an employer branding strategy affects employees either positively or negatively. Considering the examinations within this field during the past years, we have observed that the overall approach to employer branding theory primarily focuses on the benefits.

The findings of this thesis will hopefully serve as inspiration for future rese arch within employer branding strategies in Danish companies. Furthermore, the findings may strengthen the awareness of potential negative consequences of implementing an employer branding strategy. By observing and relating to this, companies may in the long run enhance the overall benefits of an employer branding strategy.

Hence, the main focus in this thesis is to identify to which degree an employer branding strategy influences the employees' identities. In other words, is there another side of the coin?

To answer this question, selected critical managerial theory and literature on identity as well as employer branding theory are analysed and discussed in relation to our case study on the Danish company KMD. This approach enables us to examine the limitations and possibilities of employer branding from a practical perspective.

In this thesis, we evaluate employer branding theory from a critical perspective by using the critical managerial theory. Our case study exemplifies our theoretical discussion in order to identify how and to which degree the implemented employer branding strategy affects the employees at KMD.

In order to examine our primary research area, the analysis is structured in four themes: the visibility of the employer branding strategy, the concept of person organization fit, the core values of the company, and the employer branding strategy as a control mechanism.

Our case study indicates that employees at KMD do not have a clear idea of what the employer branding strategy contains, thus they feel its impact in their everyday life at KMD. Considering the concept person-organization fit we find that there is a rather high degree of identification with the core corporate values at KMD and consequently a high fit between the employees and the company. On the other hand, this high fit can have negative impacts, as employees tend to change their personal identity in order to fit the overall identity at KMD as it is expressed in the employer brand. The risks of these negative effects can be identified as lack of creativity, homogeneity, as well as employee burn out. Based on our analysis we find that an employer branding strategy creates specific discourses inside the company that potentially affects the identity of the employees.

Also, an employer branding strategy causes specific norms and a strong corporate culture, which eventually affect the employees in a certain direction, however unconsciously done. On the other hand, our case study shows examples of employee control as a result of the employer branding strategy. Therefore, we argue that our analysis can help companies become aware of the risks of employee control and thereby create a more effective employer brand. We incite that future work on employer branding theories will take our findings and perspectives into consideration.

13. Employer Branding at McDonald's: Redefining Mc Jobs, McDonald's Corporation, UK; Europe; USA, 2009

Abstract

This case is about the employer branding strategies adopted by McDonald's Corporation, one of the largest fast food chains in the world. Since the 1980s, entry-level jobs at McDonald's had come to be associated with low-paying dead end jobs. The term 'McJobs' had become synonymous with low-prestige, lowbenefit, and no-future jobs in the service or retail sector particularly at fast food restaurants and retail stores. Though the term was coined to describe jobs at McDonald's, it was later used to refer to any low-status job where little training was required and workers' activities were strictly regulated. Because of its common usage, the term appeared in the online version of the Oxford English Dictionary (OED) in March 2001 and the Merriam-Webster Collegiate Dictionary (Merriam-Webster Dictionary) in 2003.

The case discusses how McDonald's systemically tried to redefine the term 'Mc Jobs' and improve its employer brand since the early 2000s. According to McDonald's, this negative interpretation of McJobs was not only inaccurate but also demeaning to the thousands of people working in the service sector. As employer branding was a critical management tool for companies to attract the right talent, McDonald's decided to try and revise the image associated with Mc Jobs. This it did by taking various initiatives that also included advertising campaigns aimed at showcasing the benefits of working at McDonald's and bridging the divide between people's perceptions of the McJob and the real employment experience of people actually working for the fast -food chain. Experts felt that these were some of the best examples of a company successfully planning and implementing an employee branding strategy. However, the case also highlights the challenges faced by McDonald's in attracting new talent as derogatory comments continued to be made about McJobs and this could discourage prospective employees from taking up such jobs.

14. pallavisrivatsava and jyotsanabhatnagar(2011), employer brand for talent acquisition: an exploration towards its measurement

Abstract

This paper addresses the concerns associated with talent acquisition and how employer brand can overcome some of them. Based on the literature review and supported with the first stage sequential mixed method exploratory research, the paper summarises and aggregates the results of a pilot study conducted on a section of prospective employees of India. The study contributes to the sparse academic and empirical work on employer branding. The empirical results are initial steps towards the development of a scale for measuring employer brand in a later stage. The current study will further facilitate development of the unique employee value proposition based on the person-need fit of talent. The research is based in an Indian setting which makes it all the more relevant in current economic scenario. The paper concludes with theoretical and practical implications followed by directions for the future research.

15. Johan Bergman and Erik Arnström (2010) Attracting the right employees A study of successful employer branding,

Abstract

Employer branding is an area of growing importance and attention. Though the concept of attracting and recruiting employees is by no means a new one, the idea of the employer brand implies a more conscious opinion of companies as employers by potential employees and as a result a more considered approach by companies themselves.

One such anonymous company has noticed increased difficulties in attracting students with the right competence. Therefore, the purpose of this thesis is to analyze how the attract stage of employer branding could be improved and formulate suggestions for improvement. The analysis is performed with three different focuses: formulating an employer branding strategy, organizing a structure to implement this strategy and communication of the desired image and brand values.

Results show that the company is lacking in many areas and have potential for improvement in several key areas. The general analysis is that focus in employer branding is moving towards a more active dialogue with the target group where transparency and

relations are emphasized. The company could improve their employer branding management by defining on a more specific target group, prioritize the opinion of this group over the general student population and use local brands more in the communication.

CHAPTER 3

RESEARCH METHODOLOGY

RESEARCH METHODOLOGY:

Research Methodology is a systematic and scientific approach for acquiring information on a specific topic. It helps in searching the facts by using different methodologies. The purpose of this chapter is to concentrate on methodology used for research by using the right methods and applying right tools to process to provide conclusion with solutions.

The outline of this chapter includes research methodology, research designs with sample size and procedures, type of questionnaire, methods of data collection of sources, data analysis, data findings and report writing etc. studied with scope of research work. The study is focused on both qualitative and quantitative research techniques. The study uses both Primary & Secondary Data collection methods, processes of data and interpretation of data.

RESEARCH DESIGN

A research design is the arrangement of condition for collection and analysis of data in a manner which may result in an economy in procedure. It stands for advance planning for collection of the relevant data and the techniques to be used in analysis, keeping in view the objective of the research availability of time.

The Research design used in this study was descriptive research design. It includes surveys and fact-finding enquiries of different kinds. The main characteristic of this method is that the researcher has no control over the variables; he can report only what has happened or what is happening.

SELECTION OF SAMPLE SIZE

In order to take a reasonable sample size and not to disturb the functioning of the organizations, a sample size of 50 employees from HR department have been selected at

random from all the departments of the organizations and feedback forms (questionnaire) have been obtained.

SAMPLING TECHNIQUE USED

The technique of **Random Sampling** has been used in the analysis of the data.

Random sampling from a finite population refers to that method of sample selection, which gives each possible sample combination an equal probability of being picked up and each item in the entire population to have an equal chance of being included in the sample. This sampling is without replacement, i.e. once an item is selected for the sample, it cannot appear in the sample again.

DATA COLLECTION

To determine the appropriate data for research mainly two kinds of data was collected namely primary & secondary data as explained below:

PRIMARY DATA

Primary data are those, which were collected afresh & for the first time and thus happen to be original in character. However, there are many methods of collecting the primary data; all have not been used for the purpose of this project. The ones that have been used are:

- Questionnaire
- Informal Interviews
- Observation

SECONDARY DATA

Secondary data is collected from previous researches and literature to fill in the respective project. The secondary data was collected through:

- Text Books

- Articles
- Journals
- Websites

STATISTICAL TOOLS USED

The data will be analyzed through statistical methods. Simplex percentage analysis will be used for analyzing the collected data.

Simplex percentage analysis:

Percentage analysis will be the method to represent raw streams of data as a percentage (a part in 100% percent) for better understanding of collected data.

Graphs:

Graphical representations will be used to show the results in simple form. The graphs will be prepared on the basis of data that will be received from the percentage analysis.

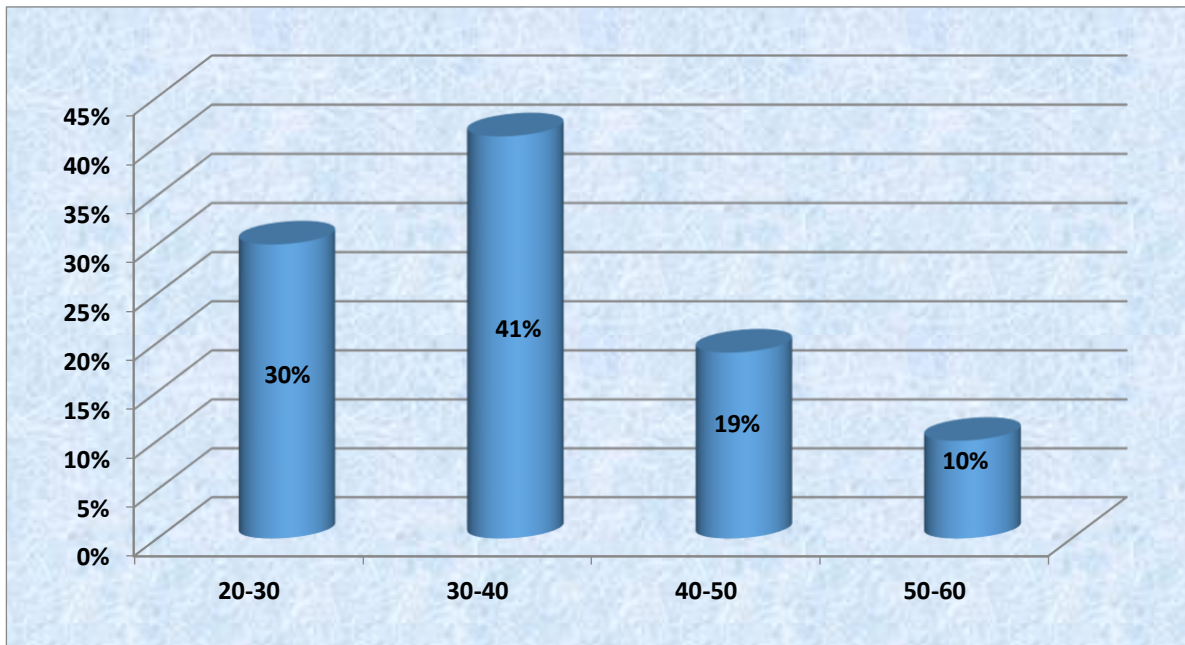
CHAPTER 4

ANALYSIS, DISCUSSION AND RECOMMENDATIONS

4.1 DATA ANALYSIS

Q1. Age Group

Age Group	Percentage%
20-30	30%
30-40	41%
40-50	19%
50-60	10%

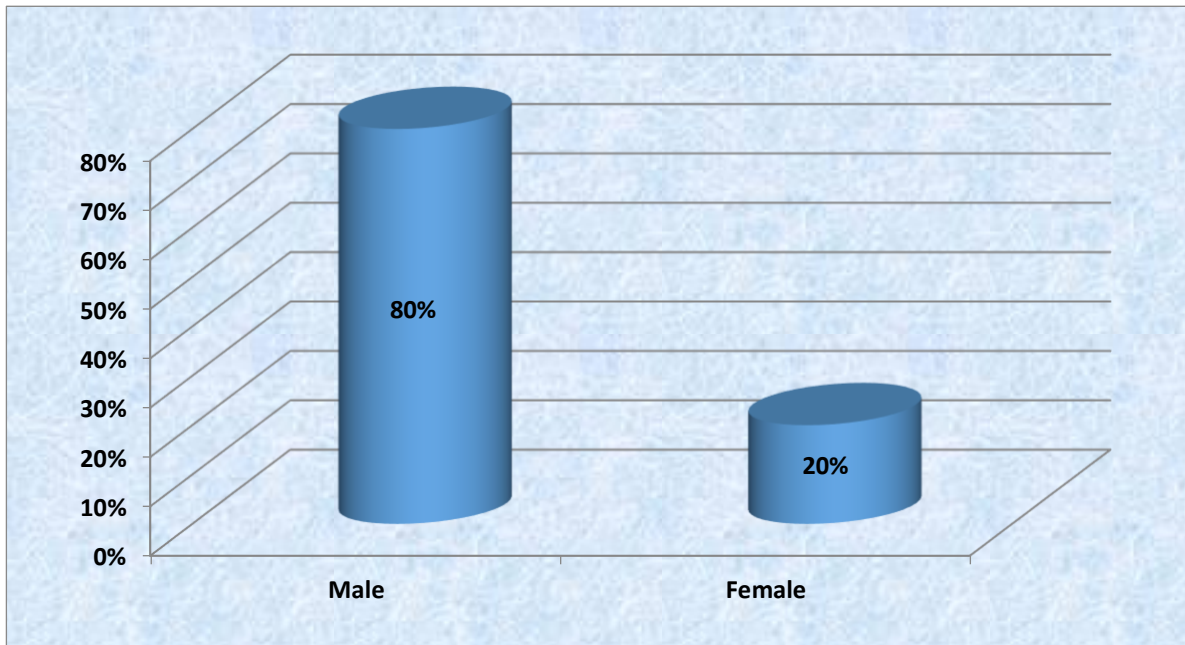


Interpretation:

30% respondents were from 20-30 age group however 19% respondents were from 40-50 age group

Q2. Gender

Gender	Percentage%
Male	80%
Female	20%

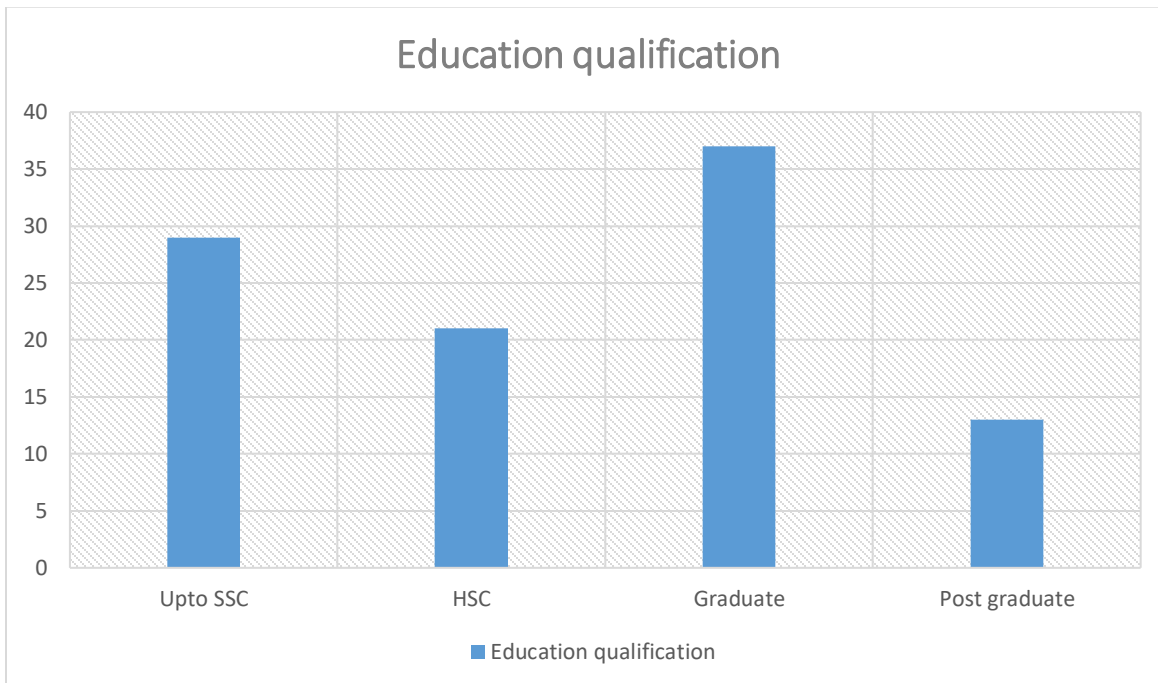


Interpretation:

80% respondents were male and 20% respondents were female

Q3. Educational qualification

Educational qualification	Percentage%
Up to SSC	29%
HSC	21%
Graduate	37%
Post graduate	13%

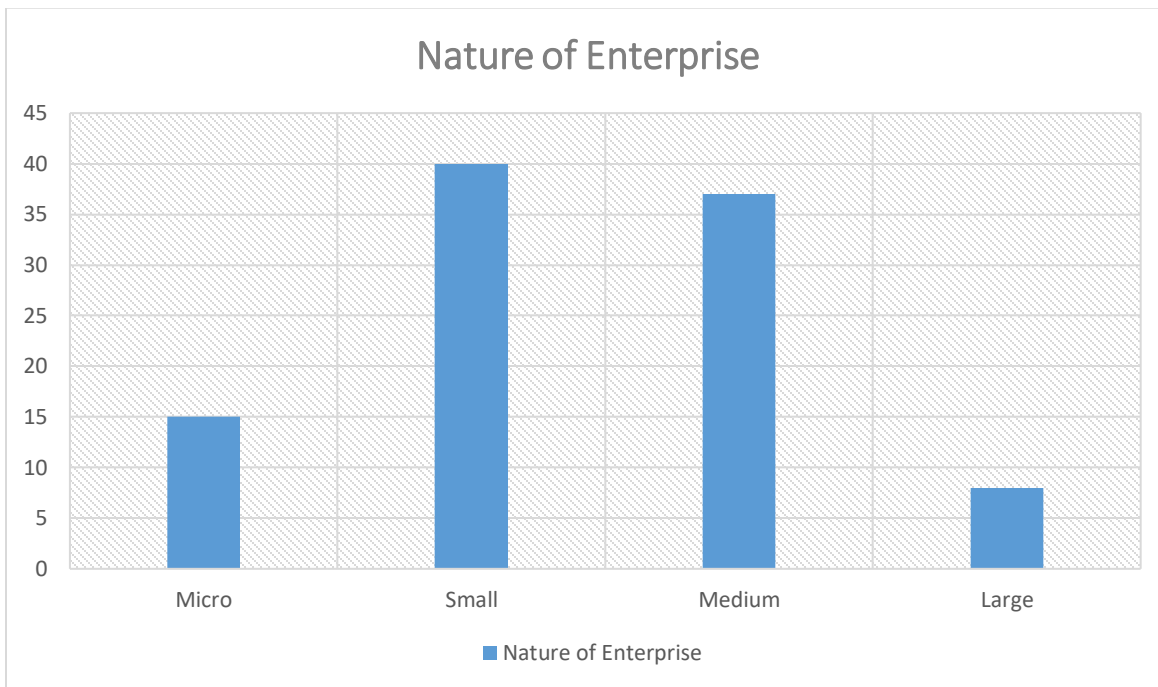


Interpretation:

29% of the respondents have an education qualification of up to SSC, 21% of the respondents are HSC qualified, 37% of the respondents are graduates and 13% of the respondents are post graduates.

Q4. Nature of Enterprise

Nature of Enterprise	Percentage%
Micro	15%
Small	40%
Medium	37%
Large	8%

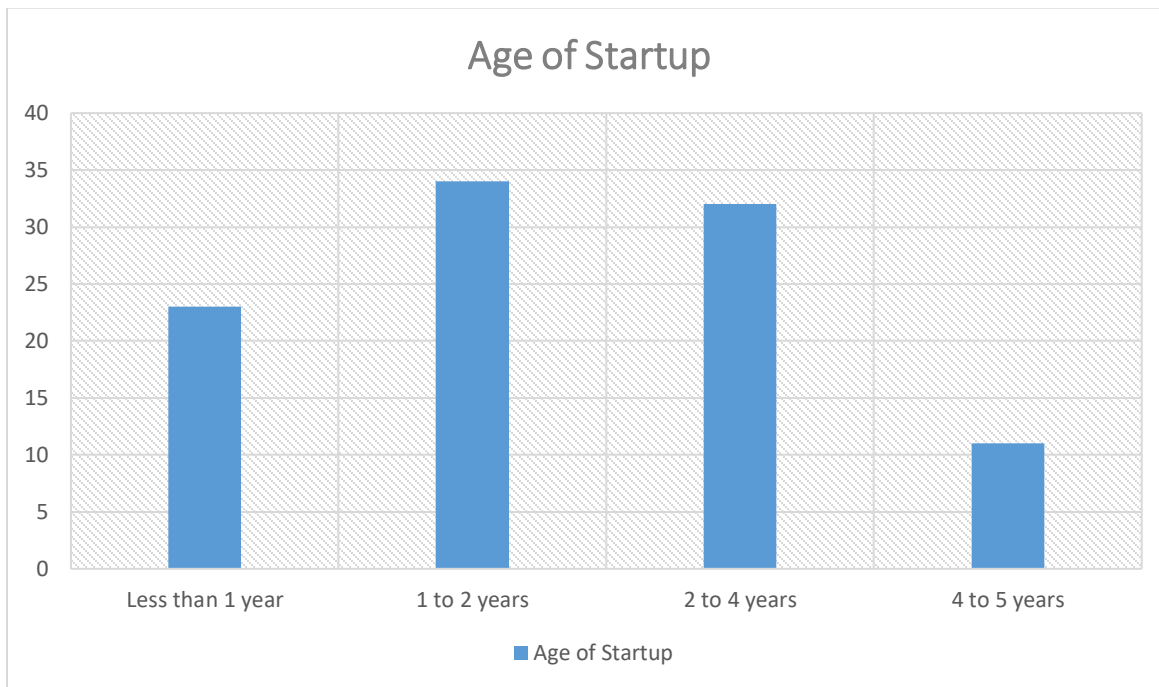


Interpretation:

Table 3 reveals that 15% of the respondents have micro enterprise, 40% of the respondents have small enterprise, 37% of the respondents have medium enterprise and 8% of the respondents have large enterprise.

Q5. How old is your Enterprise?

Age of enterprise	Percentage%
Less than 1 year	23%
1 to 2 years	34%
2 to 4 years	32%
4 to 5 years	11%

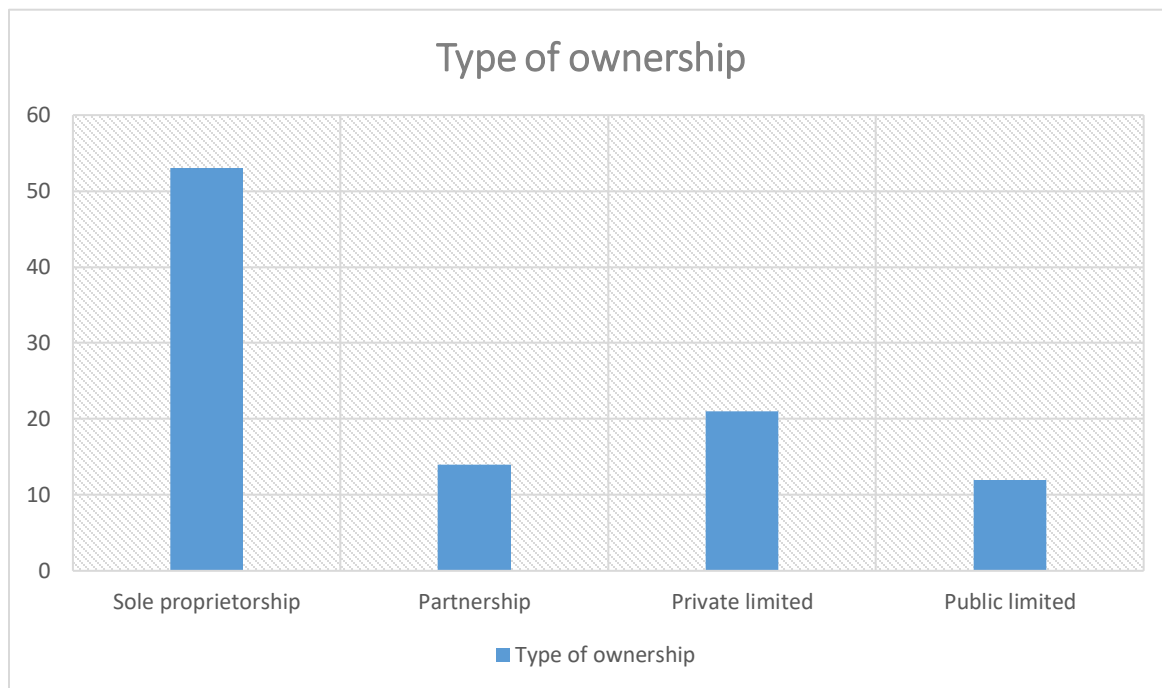


Interpretation:

Table 5 reveals that 23% of the respondents have a enterprise of less than 1 year, 34% of the respondents have a enterprise of 1 to 2 years old, 32% of the respondents have a enterprise of 2 to 4 years old and 11% of the respondents have a enterprise of 4 to 5 years old.

Q6. What is the type of ownership of your Enterprise?

Type of ownership	Percentage%
Sole proprietorship	53%
Partnership	14%
Private limited	21%
Public limited	12%

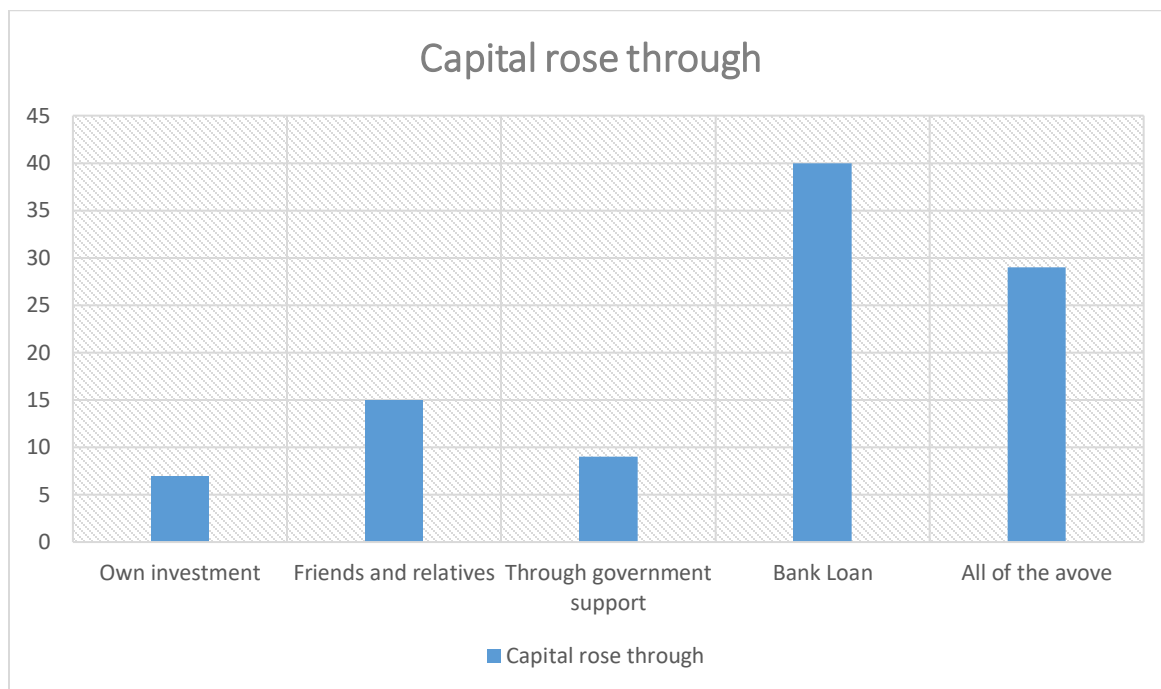


Interpretation:

Table 6 reveals that 53% of the respondents have a sole proprietorship ownership, 14% of the respondents have a partnership, 21% of the respondents have a private limited ownership and 12% of the respondents have a public limited ownership.

Q7. Capital rose for the Enterprise through

Capital rose through	Percentage%
Own investment	7%
Friends and relatives	15%
Through government support	9%
Bank Loan	40%
All of the above	29%

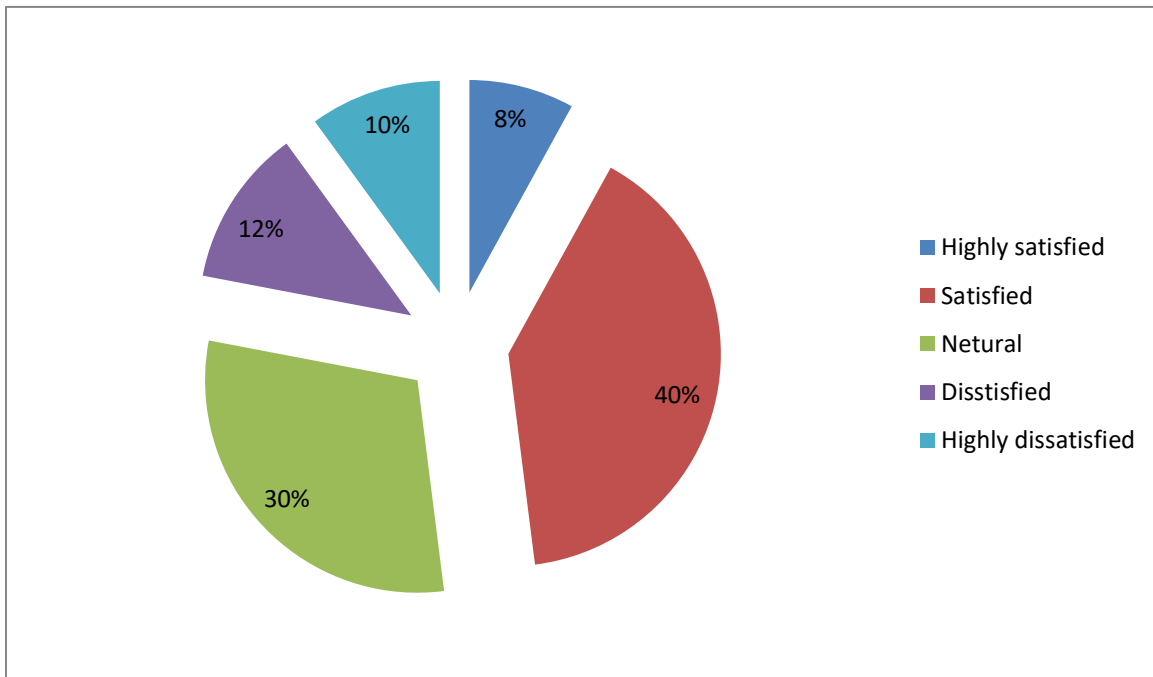


Interpretation:

Table 7 reveals that almost 40% of the respondents took bank loan for their Enterprise, 15% of the respondents borrowed from friends and relatives 9% took government support 7% of the respondents had their own investment and 29% of the respondents used all the options.

Q8. Do you enjoy your work?

Responses	Percentage%
Highly satisfied	8%
Satisfied	40%
Neutral	30%
Dissatisfied	12%
Highly dissatisfied	10%

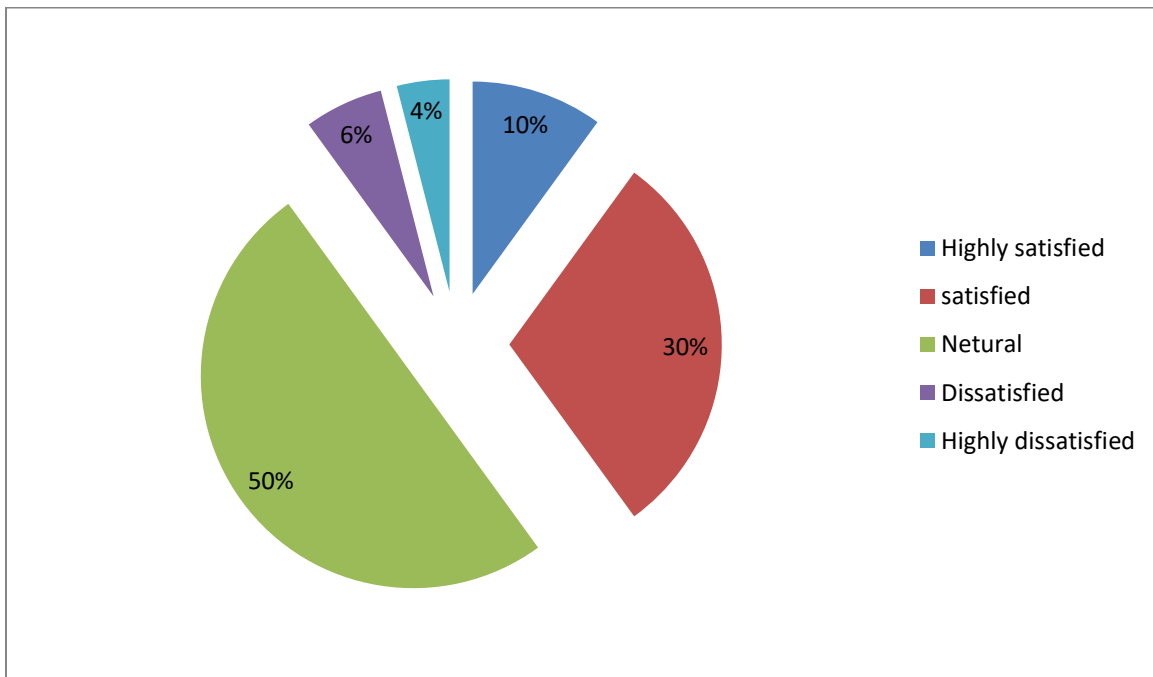


Interpretation:

Out of 50 respondents 8% were highly satisfied or enjoy their work, 40% were satisfied, 30% were neutral regarding their response, 12% were dissatisfied whereas 10% were highly dissatisfied. Majority of respondents were satisfied with the nature of work assigned to them.

Q9. Are you satisfied with the infrastructure provided by your company?

Responses	Percentage%
Highly satisfied	10%
Satisfied	30%
Neutral	50%
Dissatisfied	6%
Highly dissatisfied	4%

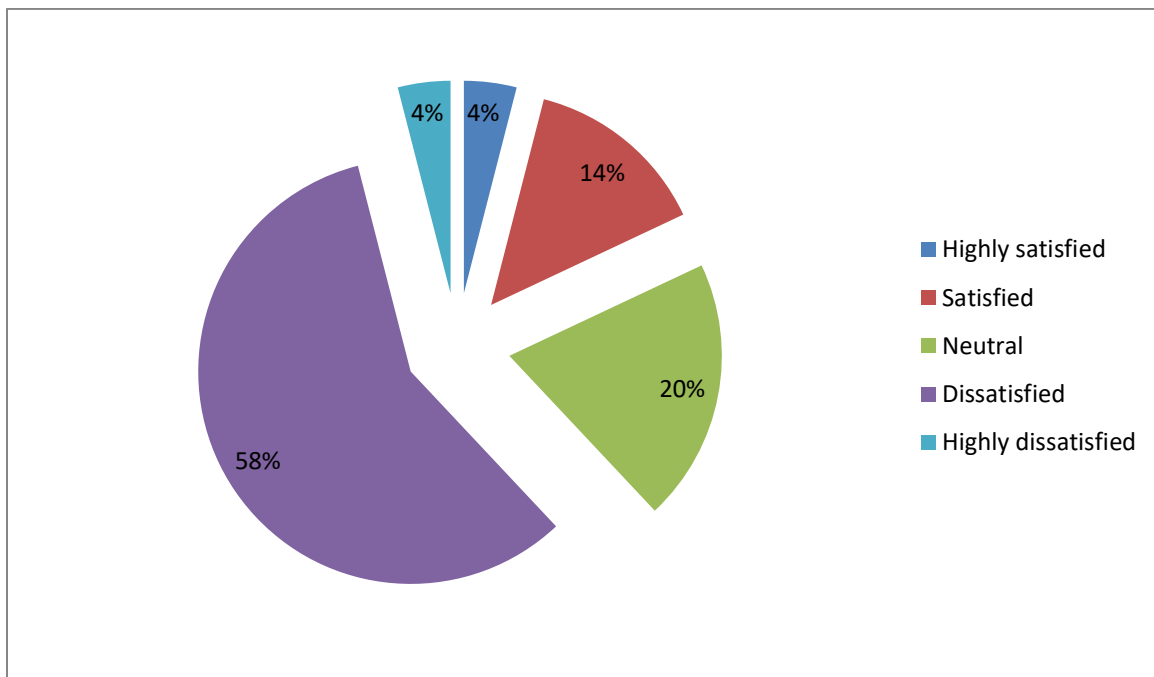


Interpretation:

Out of 50 respondents 10% were highly satisfied with the infrastructure, 30% satisfied, 50% gave neutral response, 6% were dissatisfied whereas 4% were highly dissatisfied. Majority of respondents were neither satisfied nor dissatisfied.

Q10. Do you find your HOD/superiors as being helping and supportive?

Responses	Percentage%
Highly satisfied	4%
Satisfied	14%
Neutral	20%
Dissatisfied	58%
Highly dissatisfied	4%

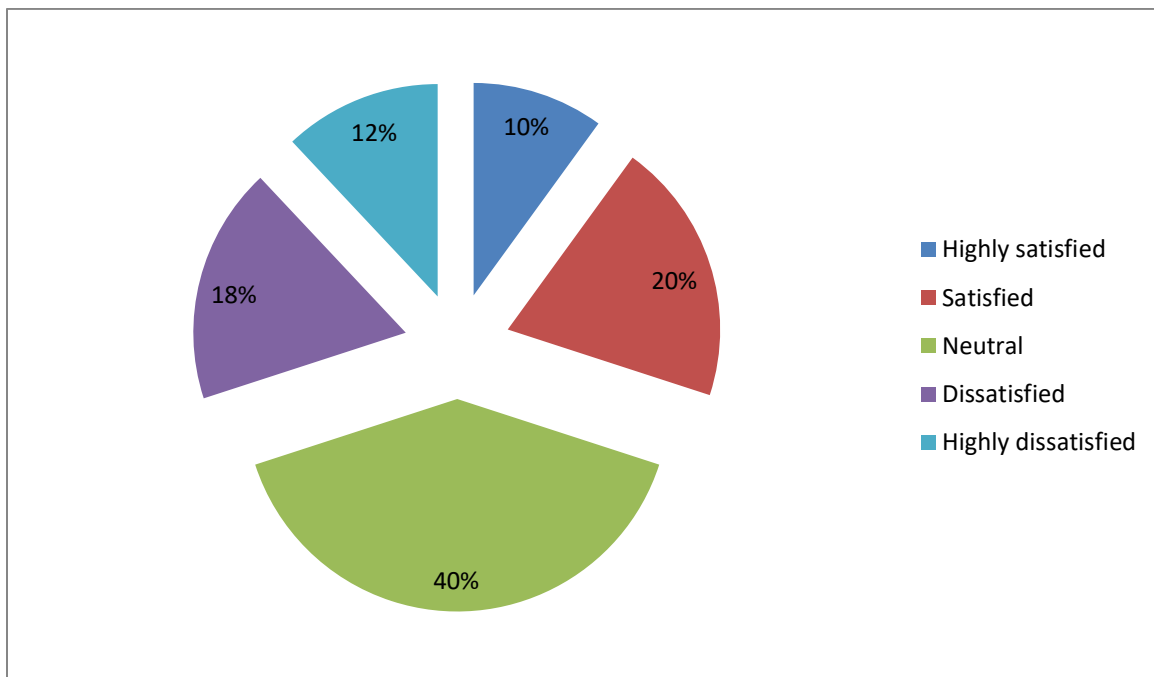


Interpretation:

Out of 50 respondents 4% were highly satisfied with the supportiveness of their HOD/superior, 14% were satisfied, 20% were neutral regarding their response, and 58% were dissatisfied whereas 4% were highly dissatisfied. Majority of respondents were neutral with HOD/superior supportiveness.

Q11. Do you get sufficient opportunities to improve your skills?

Responses	Percentage%
Highly satisfied	10%
Satisfied	20%
Neutral	40%
Dissatisfied	18%
Highly dissatisfied	12%

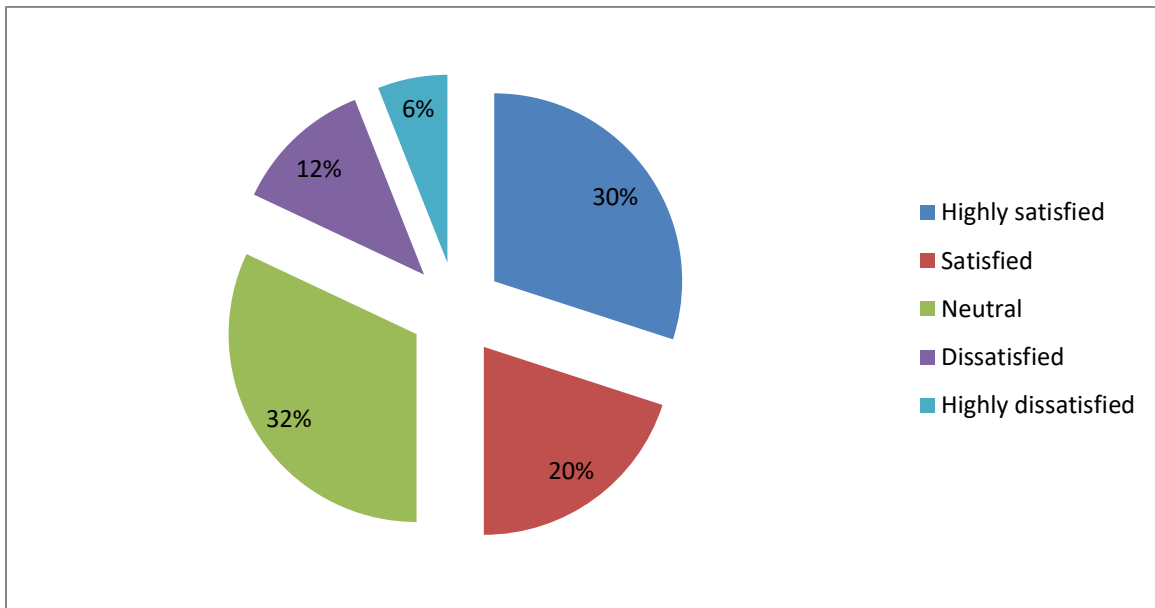


Interpretation:

Out of 50 respondents 10% were highly satisfied by getting sufficient opportunities to improve their skills, 20% were satisfied, 40% were neutral regarding their response, 18% were dissatisfied whereas 12% were highly dissatisfied. Majority of respondents were satisfied.

Q12. Do you get regular Feedback from your supervisor regarding your performance?

Responses	Percentage%
Highly satisfied	30%
Satisfied	20%
Neutral	32%
Dissatisfied	12%
Highly dissatisfied	6%

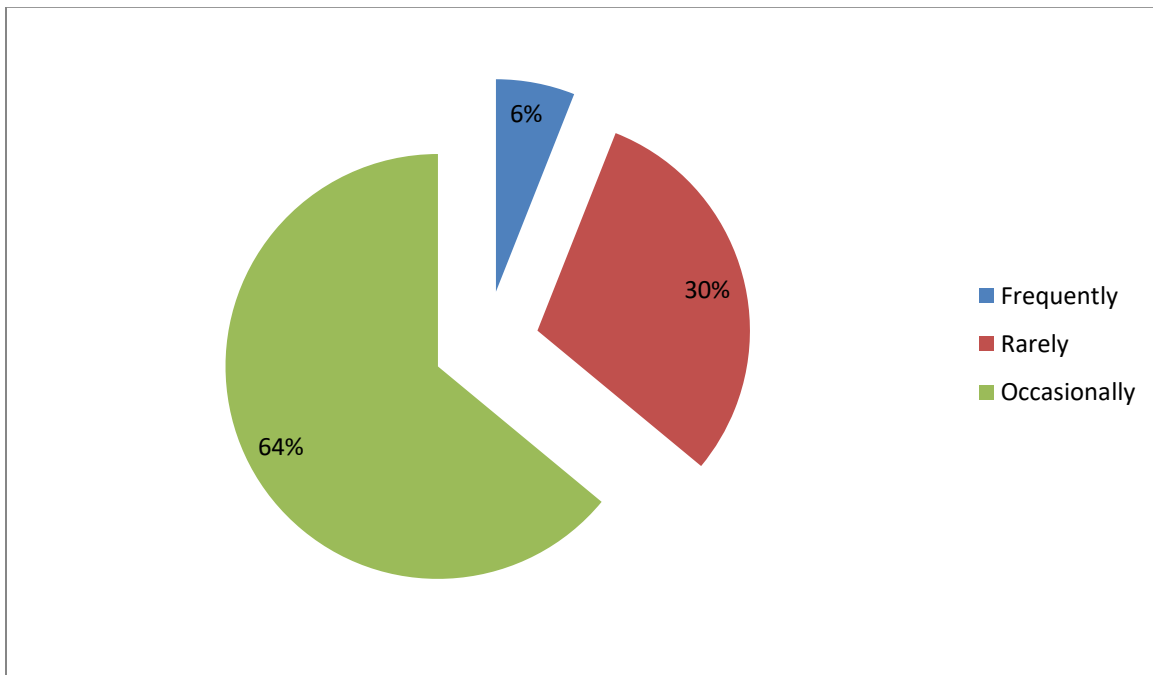


Interpretation:

Out of 50 respondents 30% were highly satisfied by getting regular feedback from their superiors, 20% were satisfied, 32% were neutral regarding their response, 12% were dissatisfied whereas 6% were highly dissatisfied.

Q13. Whether your organization takes your suggestion seriously?

Responses	Percentage%
Frequently	6%
Rarely	30%
Occasionally	64%

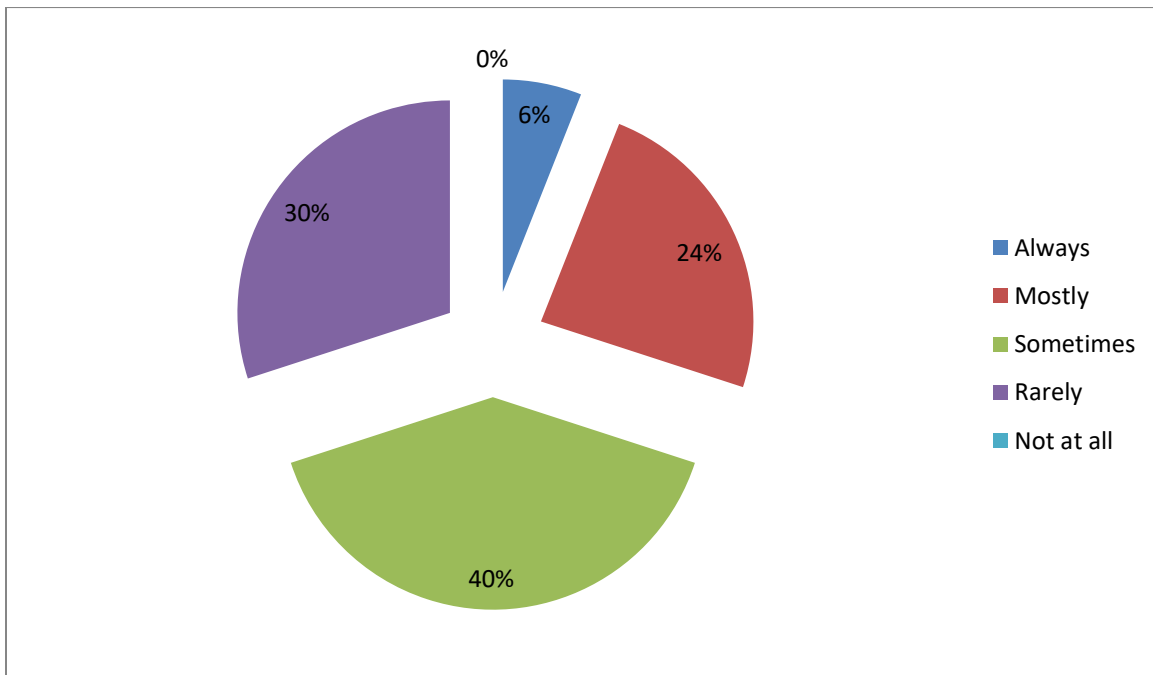


Interpretation:

Out of 50 respondents 64% confirmed that their organization takes your suggestion seriously, 30% responds for rarely and 6% responds for frequently.

Q14. Does the mission and vision of the organization related to your individual mission and goal?

Responses	Percentage%
Always	6%
Mostly	24%
Sometimes	40%
Rarely	30%
Not at all	0%

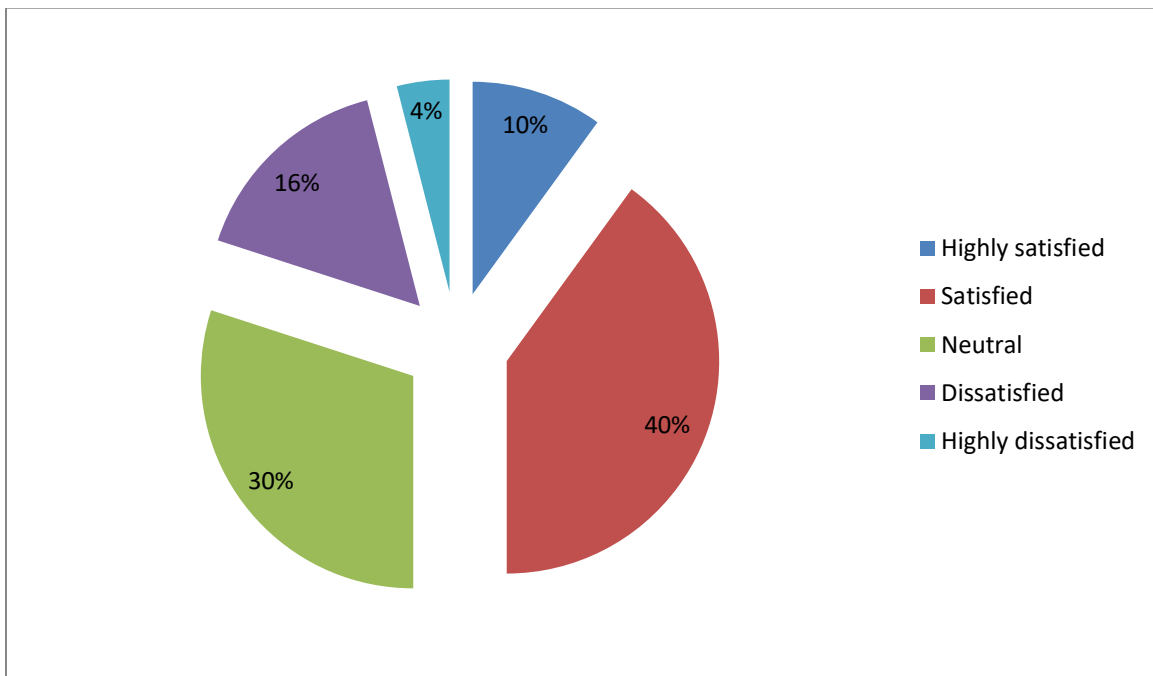


Interpretation:

Out of 50 respondents 6% said there mission & vision of organization is always related to their individual mission and goal, 24% said mostly, 40% said sometimes, 30% said rarely.

Q15. Does your manager promote innovation at job?

Responses	Percentage%
Highly satisfied	10%
Satisfied	40%
Neutral	30%
Dissatisfied	16%
Highly dissatisfied	4%

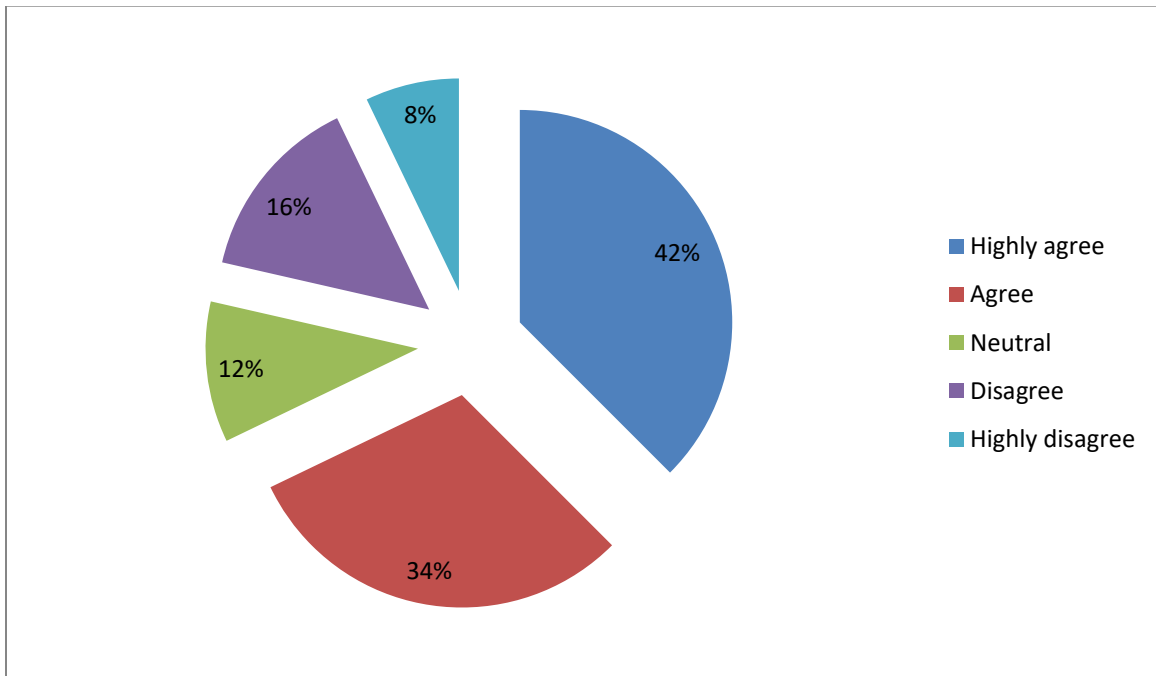


Interpretation:

Out of 50 respondents 10% were highly satisfied; they said their manager promote innovation at job, 40% were satisfied, 30% were neutral regarding their response, 8 were dissatisfied whereas 4% were highly dissatisfied.

Q16. Do you agree the regular family programmes should be organized?

Responses	Percentage%
Highly agree	42%
Agree	34%
Neutral	12%
Disagree	16%
Highly disagree	8%

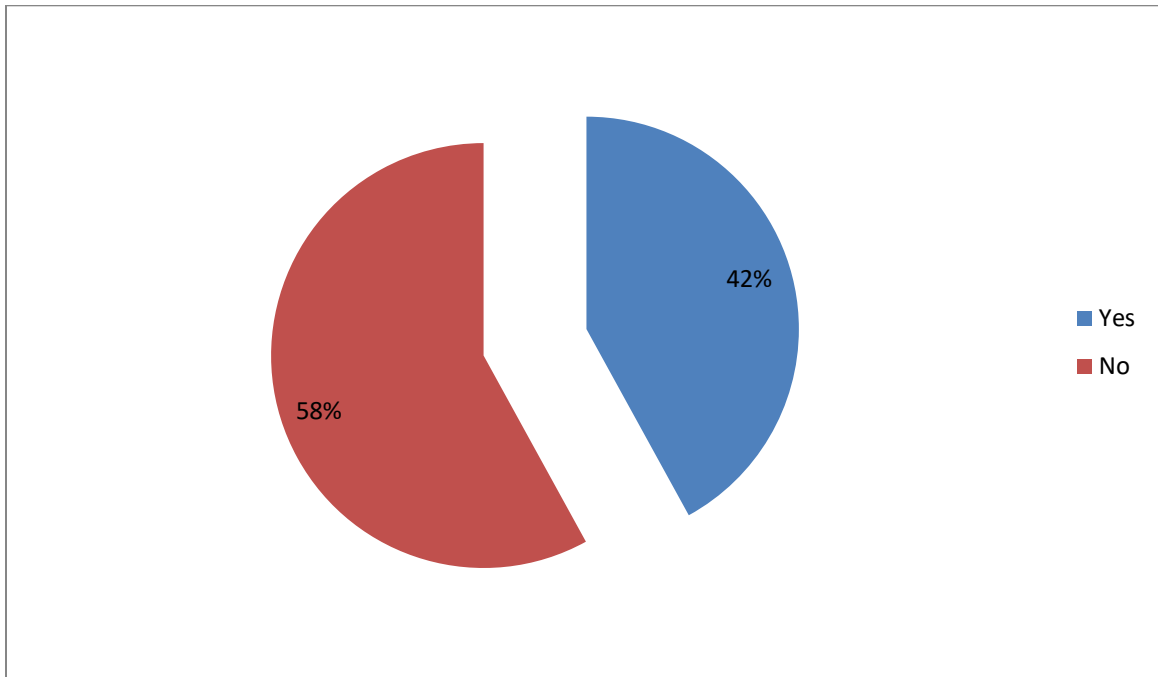


Interpretation:

Out of 50 respondents 42% were highly agree, 34% agree, 12% were neutral regarding their response, 16% were disagree whereas 8% were highly disagree. Majority of respondents were highly agree by the regular family programmes should be organized.

Q17. Do you fatigue while performing your job in Struggling companies?

Responses	Percentage%
Yes	42%
No	58%

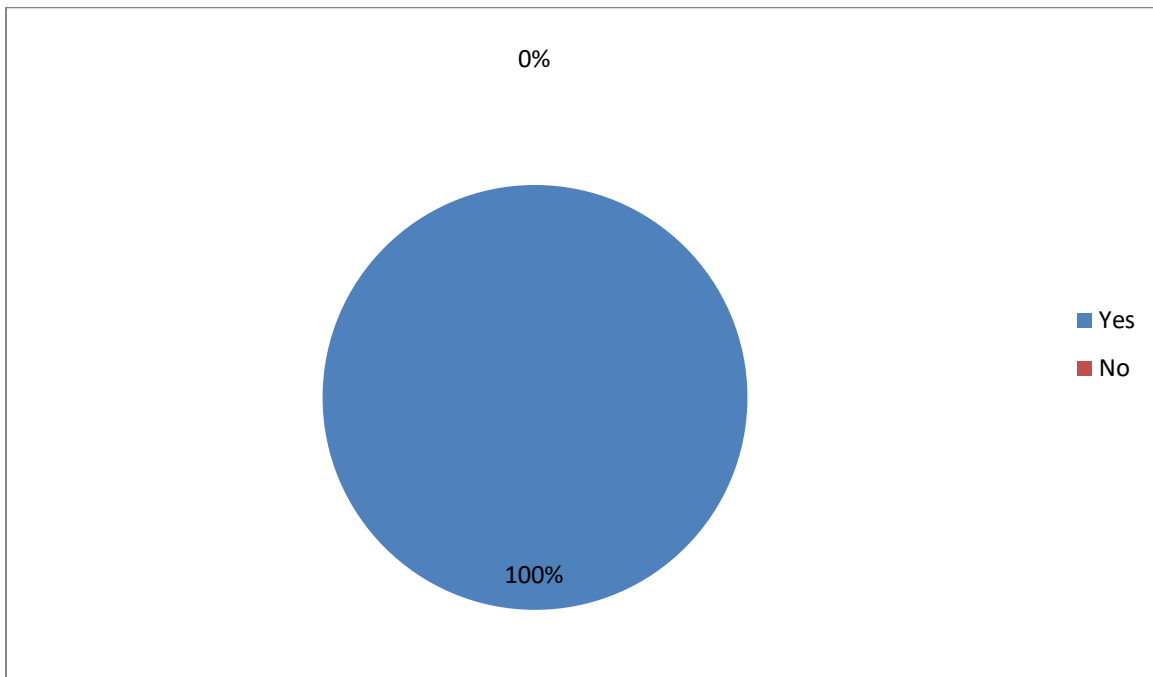


Interpretation:

Out of 50 respondents 42% said yes they get fatigue while performing their job & 58% said no they don't get fatigue.

Q18. Have you ever undertaken any training module?

Responses	Percentage%
Yes	100%
No	0%

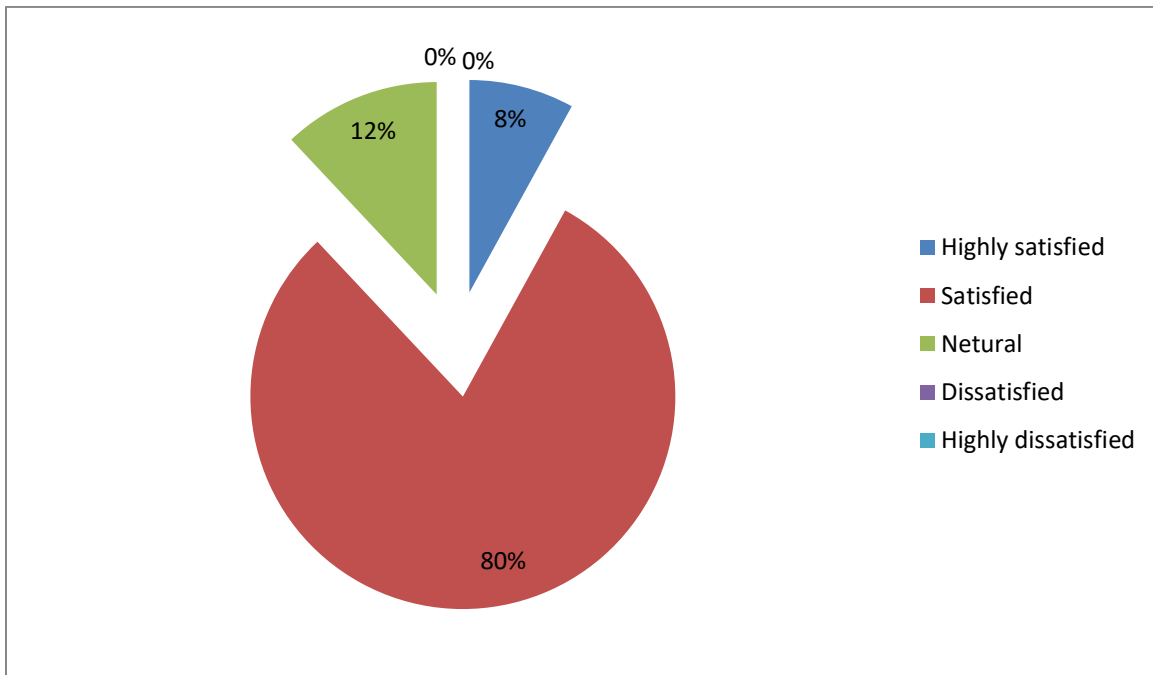


Interpretation:

Out of 50 respondents 100% said yes they have undertaken training module. It means company provides training to everyone.

Q19. Rate the satisfaction level towards trainers of your Struggling companies?

Responses	Percentage%
Highly satisfied	8%
Satisfied	80%
Neutral	12%
Dissatisfied	0%
Highly dissatisfied	0%

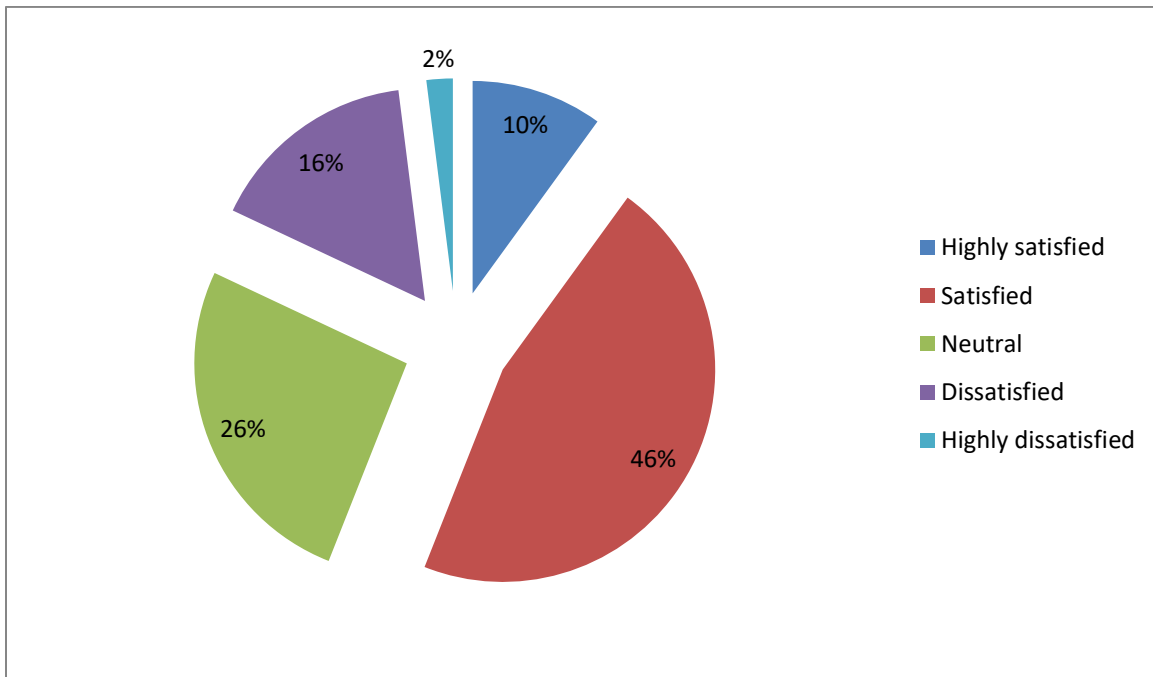


Interpretation:

Out of 50 respondents 8% were highly satisfied regarding trainers, 80% were satisfied, 12% were neutral regarding their response, and no one is dissatisfied or highly dissatisfied.

Q20. Are you satisfied with the level of trust the manager shows towards the team?

Responses	Percentage%
Highly satisfied	10%
Satisfied	46%
Neutral	26%
Dissatisfied	16%
Highly dissatisfied	2%

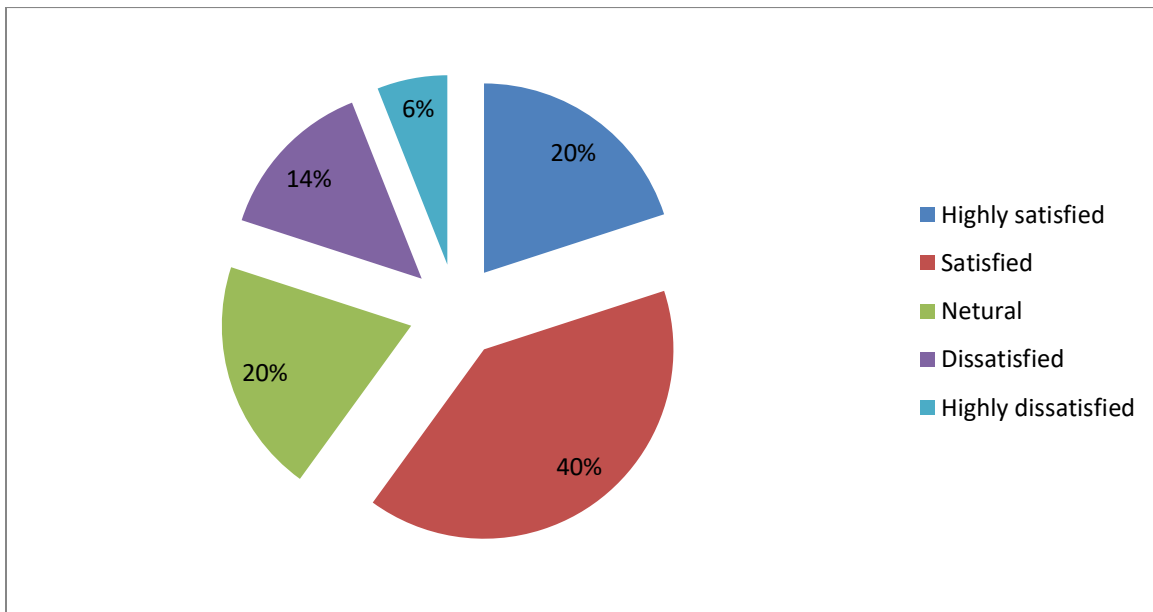


Interpretation:

Out of 50 respondents 10% were highly satisfied with the level of trust the manager shows towards the team, 46% were satisfied, 26% were neutral regarding their response, 16% were dissatisfied whereas 2% was highly dissatisfied.

Q21. Are you satisfied with the resources provided by your manager to complete your work efficiently?

Responses	Percentage%
Highly satisfied	20%
Satisfied	40%
Neutral	20%
Dissatisfied	14%
Highly dissatisfied	6%

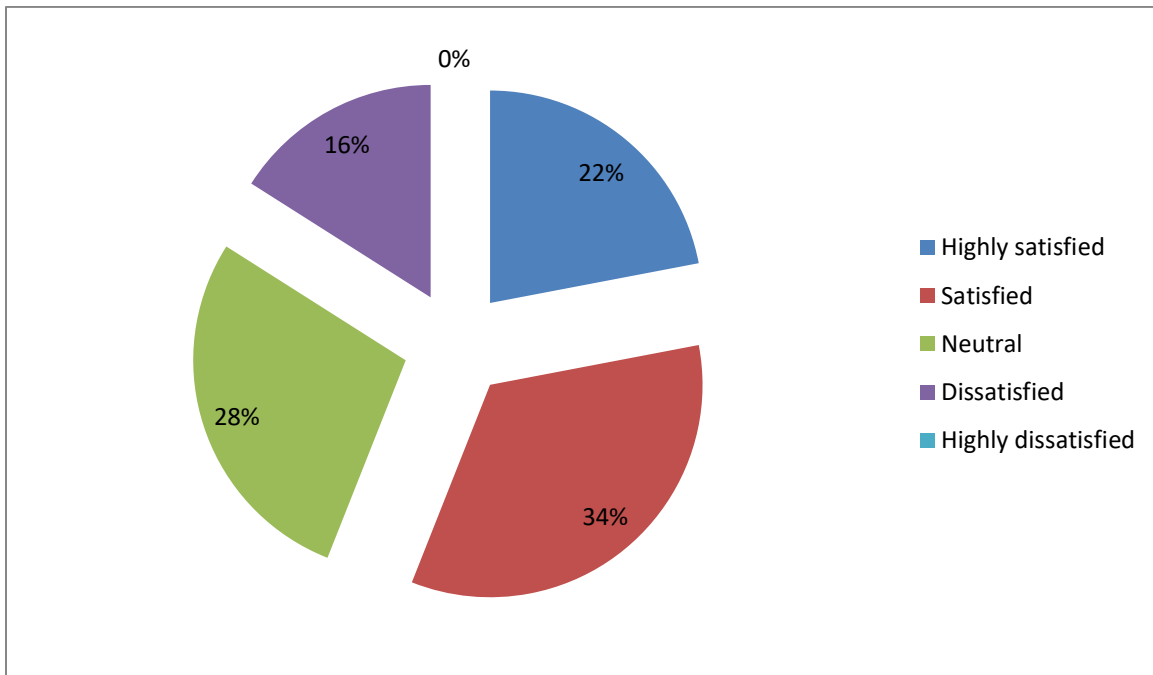


Interpretation:

Out of 50 respondents 20% were highly satisfied with the resources provided by the manager to complete their work, 40% were satisfied, 20% were neutral regarding their response, 14% respondents were dissatisfied whereas 6% were highly dissatisfied.

Q22. In totality are you satisfied with your job in Struggling companies?

Responses	Percentage%
Highly satisfied	22%
Satisfied	34%
Neutral	28%
Dissatisfied	16%
Highly dissatisfied	0%

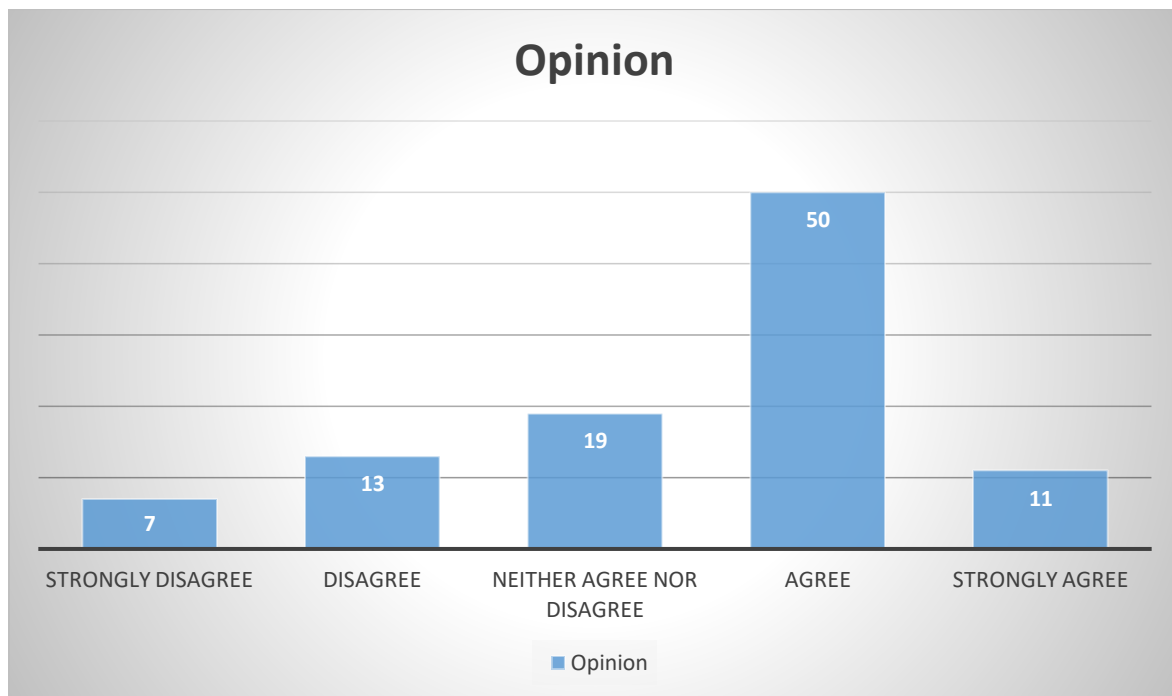


Interpretation:

Out of 50 respondents 22% were highly satisfied by the nature of job, 34% were satisfied, 28% were neutral regarding their response, and 16% were dissatisfied whereas 0 were highly dissatisfied.

Q23. The environmental management report would be published regularly by the company.

Opinion	Percentage%
Strongly disagree	7%
Disagree	13%
Neither agree nor disagree	19%
Agree	50%
Strongly agree	11%

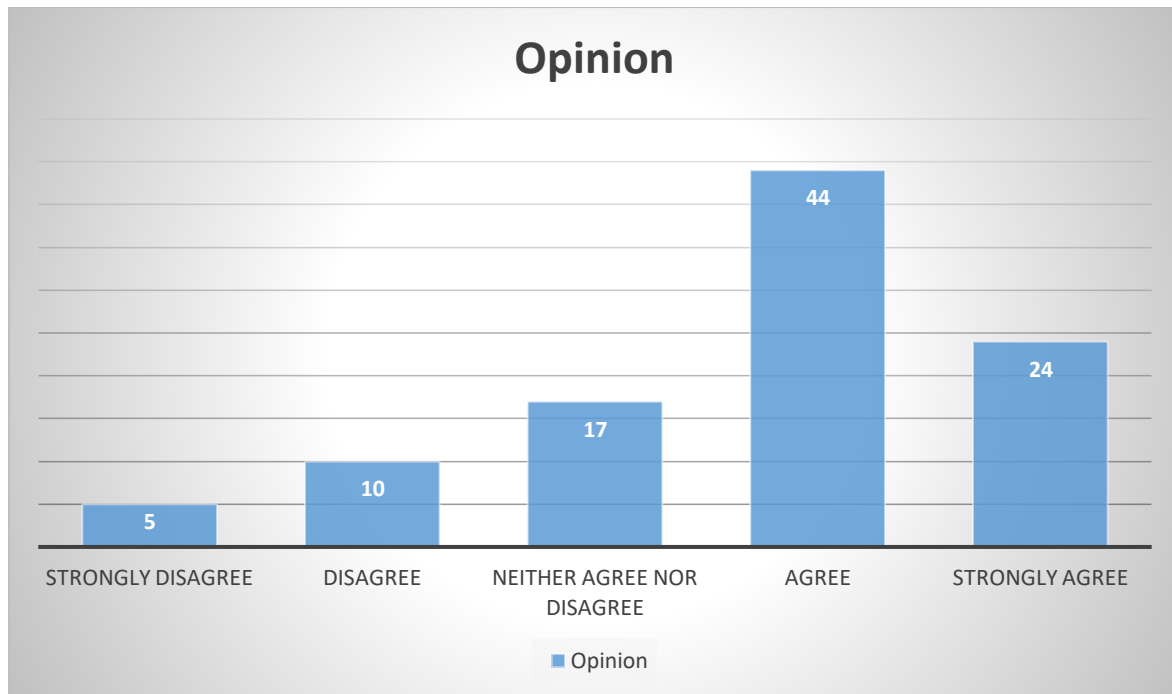


Interpretation:

From the above table it is clear that 50% of the respondents agree and 11% strongly agree that the environmental management report would be published regularly by the company, 19% of the respondents were neutral whereas 13% of the respondents disagree and 7% of the respondents strongly disagree.

Q24. The internal environmental management report would be disclosed regularly by the company.

Opinion	Percentage%
Strongly disagree	5%
Disagree	10%
Neither agree nor disagree	17%
Agree	44%
Strongly agree	24%

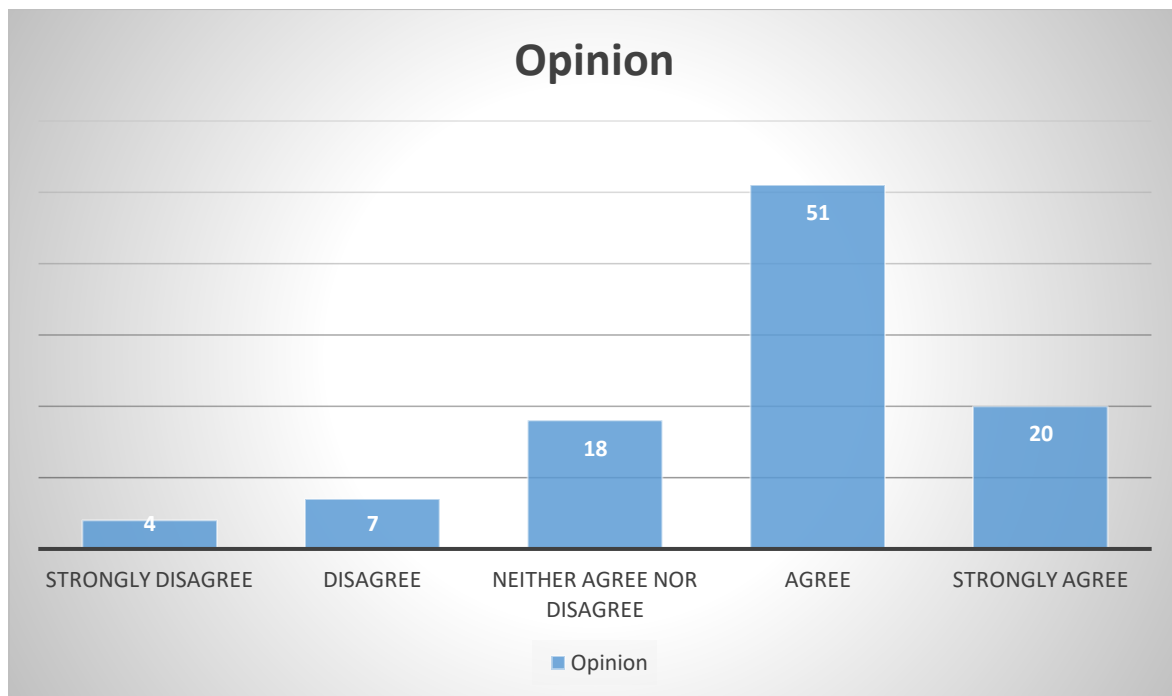


Interpretation:

From the above table it is clear that 44% of the respondents agree and 24% strongly agree that the internal environmental management report would be disclosed regularly by the company, 17% of the respondents were neutral whereas 10% of the respondents disagree and 5% strongly disagree.

Q25. The environmental risks occurred during the production process would be evaluated regularly by the company.

Opinion	Percentage%
Strongly disagree	4%
Disagree	7%
Neither agree nor disagree	18%
Agree	51%
Strongly agree	20%



Interpretation:

From the above table it is clear that only 51% of the respondents agree and 20% strongly agree that the environmental risks occurred during the production process would be evaluated regularly by the company, 18% of the respondents were neutral whereas 7% of the respondents disagree and 4% of the respondents strongly disagree.

4.2 FINDINGS AND RECOMMENDATIONS

Findings:-

- 30% respondents were from 20-30 age group however 19% respondents were from 40-50 age group
- 80% respondents were male and 20% respondents were female
- 29% of the respondents have an education qualification of up to SSC, 21% of the respondents are HSC qualified, 37% of the respondents are graduates and 13% of the respondents are post graduates.
- 15% of the respondents have micro enterprise, 40% of the respondents have small enterprise, 37% of the respondents have medium enterprise and 8% of the respondents have large enterprise.
- 23% of the respondents have a enterprise of less than 1 year, 34% of the respondents have a enterprise of 1 to 2 years old, 32% of the respondents have a enterprise of 2 to 4 years old and 11% of the respondents have a enterprise of 4 to 5 years old.
- 53% of the respondents have a sole proprietorship ownership, 14% of the respondents have a partnership, 21% of the respondents have a private limited ownership and 12% of the respondents have a public limited ownership.
- 40% of the respondents took bank loan for their Enterprise, 15% of the respondents borrowed from friends and relatives 9% took government support 7% of the respondents had their own investment and 29% of the respondents used all the options.
- 8% were highly satisfied or enjoy their work, 40% were satisfied, 30% were neutral regarding their response, 12% were dissatisfied whereas 10% were highly dissatisfied. Majority of respondents were satisfied with the nature of work assigned to them.

- 10% were highly satisfied with the infrastructure, 30% satisfied, 50% gave neutral response, 6% were dissatisfied whereas 4% were highly dissatisfied. Majority of respondents were neither satisfied nor dissatisfied.
- 4% were highly satisfied with the supportiveness of their HOD/superior, 14% were satisfied, 20% were neutral regarding their response, and 58% were dissatisfied whereas 4% were highly dissatisfied. Majority of respondents were neutral with HOD/superior supportiveness.
- 10% were highly satisfied by getting sufficient opportunities to improve their skills, 20% were satisfied, 40% were neutral regarding their response, 18% were dissatisfied whereas 12% were highly dissatisfied. Majority of respondents were satisfied.
- 30% were highly satisfied by getting regular feedback from their superiors, 20% were satisfied, 32% were neutral regarding their response, 12% were dissatisfied whereas 6% were highly dissatisfied.
- 64% confirmed that their organization takes your suggestion seriously, 30% responds for rarely and 6% responds for frequently.
- 6% said there mission & vision of organization is always related to their individual mission and goal, 24% said mostly, 40% said sometimes, 30% said rarely.
- 10% were highly satisfied; they said their manager promote innovation at job, 40% were satisfied, 30% were neutral regarding their response, 8 were dissatisfied whereas 4% were highly dissatisfied.
- 42% were highly agree, 34% agree, 12% were neutral regarding their response, 16% were disagree whereas 8% were highly disagree. Majority of respondents were highly agree by the regular family programmes should be organized.
- 42% said yes they get fatigue while performing their job & 58% said no they don't get fatigue.

- 100% said yes they have undertaken training module. It means company provides training to everyone.
- 8% were highly satisfied regarding trainers, 80% were satisfied, 12% were neutral regarding their response, and no one is dissatisfied or highly dissatisfied.
- 10% were highly satisfied with the level of trust the manager shows towards the team, 46% were satisfied, 26% were neutral regarding their response, 16% were dissatisfied whereas 2% was highly dissatisfied.
- 20% were highly satisfied with the resources provided by the manager to complete their work, 40% were satisfied, 20% were neutral regarding their response, 14% respondents were dissatisfied whereas 6% were highly dissatisfied.
- 22% were highly satisfied by the nature of job, 34% were satisfied, 28% were neutral regarding their response, and 16% were dissatisfied whereas 0 were highly dissatisfied.
- 50% of the respondents agree and 11% strongly agree that the environmental management report would be published regularly by the company, 19% of the respondents were neutral whereas 13% of the respondents disagree and 7% of the respondents strongly disagree.
- 44% of the respondents agree and 24% strongly agree that the internal environmental management report would be disclosed regularly by the company, 17% of the respondents were neutral whereas 10% of the respondents disagree and 5% strongly disagree.
- 51% of the respondents agree and 20% strongly agree that the environmental risks occurred during the production process would be evaluated regularly by the company, 18% of the respondents were neutral whereas 7% of the respondents disagree and 4% of the respondents strongly disagree.

Recommendations:-

The only few recommendations I suggested were:

- It should develop pleasant working environment and ambience for the employees.
- It should bring in place proper assignment of designations based on a candidate's experience and not reference.
- Struggling companies should have strategic planning to preserve their valuable employees, thus, building the human assets for the organization.
- I suggest that management should give maximum importance to attractive compensation package followed by good benefits.
- Struggling companies should focus on providing novel work practices to employees to increase their satisfaction level. Novel work practices may include openness to change in policy matters, creative tasks etc.
- External preparing/course identified with specialized improvement ought to be acquainted in association with increment viability of preparing program.
- HOD/bosses should support to representatives.
- Sufficient openings ought to be given to workers to enhance their abilities.

4.3 LIMITATIONS OF STUDY

1. Respondent were reluctant to share their experience accurately
2. Reliability of data depends on the responses given as questionnaire method of data collection is used
3. Time allotted for the project was not sufficient to go for detailed analysis of the research problem.
4. Sample size limited

CHAPTER 5

CONCLUSIONS

CONCLUSION:

Employer branding is a relatively new approach toward recruiting and retaining the best possible human talent within an employment environment that is becoming increasingly competitive. Employer branding has the potential to be a valuable concept for both managers and scholars. Managers can use employer branding as an umbrella under which they can channel different employee recruitment and retention activities into a coordinated human resource strategy. Integrating recruitment, staffing, training and development and career management activities under one umbrella will have a substantially different effect than each of the processes would have alone.

The employer branding concept can be especially valuable in the search for an organizing framework for strategic human resource management.

Effective communication of work related information – makes representative mindful of the business related duties and desires.

Motivation by work recognition – representative is urged to perform reliably and put their best exertion in work.

Fair policies and practices exhibited by the management of organization- makes break even with circumstances and give rise to treatment to representatives with no inclination which advances uplifting disposition towards association and work among workers.

Employment fulfillment as far as compensation, development openings and workplace given by the organization – fulfilled specialists are glad laborers and are more beneficial than different specialists who need work fulfillment. Workplace not just includes the feel made by finance associations.

Input and direction from bosses – keeps workers on track with respect to work targets they have accomplished, regardless of whether they have accomplished in time or not, what the associations anticipates from them and how they can achieve shared advantages.

Empowering articulation of worker feeling – gives a feeling of belongingness among representatives and fortifies the worker business relationship. Workers feel they are an advantage for the association, their voice and suppositions are heard and actualized.

From the examination we may infer that the representatives with more elevated amount of employment fulfillment which incorporates pay, workplace and development openings were progressively profitable at work, had the capacity to finish their work on time and furthermore were persuaded to give conclusions for association's advancement and enhance their very own execution. The association show to cultivate sound utilize connection by giving sufficient development openings, business related preparing, customary compensation climb and solid workplace.

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ANNEXURE - QUESTIONNAIRE

- Q1. Age Group
- | | |
|-------|-------|
| 20-30 | 30-40 |
| 40-50 | 50-60 |
- Q2. Gender
- | | |
|------|--------|
| Male | Female |
|------|--------|
- Q3. Educational Qualification
- a) Upto SSC
 - b) HSC
 - c) Graduate
 - d) Post Graduate
- Q4. Nature of Enterprise
- a) Micro
 - b) Small
 - c) Medium
 - d) Large
- Q5. How old is your Enterprise?
- a) Less than one year
 - b) 1 to 2 Years
 - c) 2 to 4 Years
 - d) 4 to 5 Years
- Q6. What is the type of ownership of your Enterprise?
- a) Sole proprietorship
 - b) Partnership
 - c) Private limited
 - d) Public limited

- Q7. Capital rose for the Enterprise through
- a) Own investment
 - b) Friends and relatives
 - c) Through government support
 - d) Bank loan
 - e) All of the above
- Q8. Do you enjoy your work?
- Highly satisfied
 - Satisfied
 - Neither satisfied nor dissatisfied
 - Dissatisfied
 - Highly Dissatisfied
- Q9. Are you satisfied with the infrastructure provided by your company?
- Highly satisfied
 - Satisfied
 - Neither satisfied nor dissatisfied
 - Dissatisfied
 - Highly Dissatisfied
- Q10. Do you find your HOD/superiors as being helping and supportive?
- Highly satisfied
 - Satisfied
 - Neither satisfied nor dissatisfied
 - Dissatisfied
 - Highly Dissatisfied
- Q11. Do you get sufficient opportunities to improve your skills?
- Highly satisfied
 - Satisfied
 - Neither satisfied nor dissatisfied

- Dissatisfied
Highly Dissatisfied
- Q12. Do you get regular Feedback from your supervisor regarding your performance?
Highly satisfied
Satisfied
Neither satisfied nor dissatisfied
Dissatisfied
Highly Dissatisfied
- Q13. Whether your organization takes your suggestion seriously?
Frequently
Rarely
Occasionally
- Q14. Does the mission and vision of the organization related to your individual mission and goal?
Always
Mostly
Sometimes
Rarely
Not at all
- Q15. Does your manager promote innovation at job?
Highly satisfied
Satisfied
Neither satisfied nor dissatisfied
Dissatisfied
Highly Dissatisfied
- Q16. Do you agree the regular family programmers should be organized?
Highly agree
Agree

- Neither agree nor disagree
Disagree
Highly Disagree
- Q17. Do you fatigue while performing your job?
Yes
No
- Q18. Have you ever undertaken any training module?
Yes
No
- Q19. Rate the satisfaction level towards trainers of your organization?
Highly satisfied
Satisfied
Neutral
Dissatisfied
Highly Dissatisfied
- Q20. Are you satisfied with the level of trust the manager shows towards the team?
Highly satisfied
Satisfied
Neutral
Dissatisfied
Highly Dissatisfied
- Q21. Are you satisfied with the resources provided by your manager to complete your work efficiently?
Highly satisfied
Satisfied
Neutral
Dissatisfied
Highly dissatisfied

Q22. In totality are you satisfied with your job?

Highly satisfied

Satisfied

Neutral

Dissatisfied

Highly dissatisfied

Q23. The environmental management report would be published regularly by the company.

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Q24. The internal environmental management report would be disclosed regularly by the company.

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Q25. The environmental risks occurred during the production process would be evaluated regularly by the company.

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree