

Employer Branding

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Abstract: *The Idea Of The ‘Employer Brand’ Is Relatively New, Emerged In The Early 1990. (Rosethorn, 2009, P. 3) Employer Branding Is An Important Management Tool To All Organisation, For Attracting Top Talents For Recruitment And Retention Of Their Stakeholders.*

All Organisations Have An Employer Brand, Anyways. It's A Tool Used For Organisational Differentiation, In The Labour Market, Empowering Them To Recruit, Retain And Engage The Right People. A Strong Employer Brand Helps Businesses Compete For The Best Talent And Establish Credibility. (Cipd, 2017)

This Report Critically Reviews The Different Implications Of The Branding Strategies On The Company's Stakeholders And The Implications Of Becoming An Employer Of Choice.

It Also Points Out Some Of The Strategies, Keeping A Reflection On Some Case Studies, The Drivers And The Barriers An Organization Faces For Becoming An Employer Of Choice.

Though The Concept Is Getting A Lot Of Attention From The Practicing Viewpoint, However Lacks Full Development On Academic And The Theoretical Base. (Heilmann Et Al,2013)

Keywords – *Employer Branding, Employer Of Choice, External And Internal Marketing, Key Drivers And Barriers, Implication.*

I. INTRODUCTION

The Idea Of The ‘Employer Brand’ Is Relatively New, Emerged In The Early 1990. (Rosethorn, 2009, P. 3) Employer Branding Is An Important Management Tool To All Organisation, For Attracting Top Talents For Recruitment And Retention Of Their Stakeholders. Though The Concept Is Getting A Lot Of Attention From The Practicing Viewpoint, However Lacks Full Development On Academic And The Theoretical Base. (Heilmann, Pia; Saarenketo, Sami; Liikkanen, Katja, 2013)

All Organisations Have An Employer Brand, Anyways. It's A Tool Used For Organisational Differentiation, In The Labour Market, Empowering Them To Recruit, Retain And Engage The Right People. A Strong Employer Brand Helps Businesses Compete For The Best Talent And Establish Credibility. (Cipd, 2017)

In “The Principles Of Marketing” By Philip Kotler, Says, “The People Are Recognized As The Biggest Cost Of Profit And Loss Account For Many Organisations And Therefore That Culture And People-Focused Forces Are Powerful Organisational Drivers”, And Kotler Recommends To Consider Their Employees As Consumers And View Relationship Between Employer And Employees.

Usually, Companies Use Their Branding Efforts To Develop Products And Corporate Brands, But Branding Has Become More Important In Human Resource Management (Hrm), As Well (Backhaus, 2004) Focusing On Improvement And Association (Rosethorn, 2009, P. 8)

In The Modern Era Of Growth And Globalisation, Hire And Fire Has Become Prevalent. Consumers Or Job Has Also Changed Over Time, And ‘Job Consumers’ Have More Choices And Less Affiliation To A Single Employer. (Rosethorn, 2009, P. 8) Employer Branding Is The Strategy Companies Use To Lure The Desired Potential And Current Talent. (Edwards, 2010).

An Employer Brand Offers Same Benefits To Employees As A Product Brand Offers To Consumers, Including Developmental, Trainings, Innovations And Challenges(Functional), Compensation, Benefits And Rewards (Economic) And Feeling Worthy, Direction And Purpose (Psychological) (Heilmann Et.Al, 2013)

In The Further Sections We Will Look At The Components Of Employers Of Choice And Implication And Benefit Of The Same. Also Look Into Some Effective Employer Branding Strategies Currently Applicable For The Current Generation.

II. Main Discussion

As Mentioned Earlier, Being A Newer Idea, There Many Views On The Definition Of Employer Branding.

Combining All The Definitions, Helen Rosethorn Defines It As, *“Employer Branding Is In Essence The Two-Way Deal Between An Organisation And Its People – The Reasons They Choose To Join And The Reasons They Choose... To Stay. The Art Of Employer Branding Is To Articulate This Deal In A Way That Is*

Distinctive, Compelling And Relevant To The Individual, And To Ensure That It Is Delivered Throughout The Lifecycle Of The Employee Within The Organization". (Rosethorn, 2009, P. 20)

According To Rosethorn, The Two Principal Roots Of The Employer Branding Are: The Recruitment Communication Associated With The Growth And Influence Of The Company/Brand And The Second, Is The Professional Psychology Or In Particular The Concept Of Psychological Contract. (Rosethorn, 2009, P. 4). The Main Purpose Of Employer Brands Is Building And Maintain Consistency With The Company's Product And Corporate Brand. (Heilmann, Pia; Saarenketo, Sami; Liikkanen, Katja, 2013). This Incorporates Marketing Philosophies To Human Resource (Hr) Activities In Relation To Current And Potential Employees As Well As Alumni. (Backhaus & Tikoo, 2004)

Organizations Have Additionally Realized That Effective Employer Branding Creates A Aggressive Benefit And Helps Personnel Assimilate Enterprise Values (Love & Singh, 2011) (Backhaus & Tikoo, 2004)

From The Organisation's Attitude, The Employer Brand Sums Up The Key Qualities, Current And Potential Employees, Perceive With The Organization As An Employer, Whether Financial (Compensation And Benefits), Functional (Training And Development) Or Psychological (Employee Engagement, Feel Of Identification And Status).(Mosley, 2009)

A Study Performed By The Corporate Leadership Council In 2006 Concluded That Strong Employer Brands Provided Access To 20% More Of The Potential Talent Market Than Susceptible Or Unmanaged Employer Brands, In Other Phrases, A Strong Employer Brand Provides:

- Better Quality Candidates At A Lower Cost.
- Companies With A Strong Employer Brand Reputation Were Able To Attract Candidates Away From Their Current Employers With A Significantly Lower Increase In Compensation (11%) Than Companies With A Weak Employer Brand Reputation (21%)

Many Other Study Including The Study From Sears And Isr's Uk Retail Bank, It Has Been Concluded That Around 4% Increase In Employee Satisfaction Resulting In Additional Revenue Of \$200m And A 10% Improvement In Employee Attitudes / Engagement To The Organization Contributing To The Increase Of Sales, Respectively. (Mosley, 2009)

As Mentioned Earlier, Recruitment Is The Most Important Function Of Hr (Boxall & Purcell, 2011).An Organization That Delivers A Good External Brand Experience Is Assumed To Be A Good Employer. Equally Important Is The Retention Of Skilful Employees, That Can Provide A Competitive Advantage For An Organization.

Employers Should Apprehend The Significance Of Training And Development Because They Make Employees Extra Valuable To The Organisation And Are A Powerful Incentive For Retention. (Woodruffe, 2006) Development Opportunities, Which Improve Employability And Empowerment, Give People A Real Say Over The Way They Work And Can Create A More Efficient Psychological Contract.

1.1. External And Internal Marketing

The Employer Branding Is Based On Two Natures: External And Internal Marketing.

External Marketing May Be Described As Promoting The Company, Service Or Product To Potential Employees Or Customers (Kotler & Keller, 2009) External Marketing In Employer Branding Establishes The Company As An Employer Of Choice And Therefore Makes It Possible To Attract Top Expertise And Support The Product Or Corporate Brands (Backhaus & Tikoo, 2004).

In The **Internal Marketing** Concept, An Organization's Personnel Are The First Market Of The Company Because Employees Are Internal Customers And Jobs Are Internal Products.

The Tasks Of Internal Marketing Are Hiring, Training And Motivating Employees (Kotler & Keller, 2009) Internal Marketing Helps In Building Workforce That Is Difficult For Other Companies To Imitate.

1.2. Employer Of Choice

The Phrase "Employer Of Choice" Has Picked Up A Considerable Amount Of Popularity Lately. It Is Representative Of A Whole New Design Of Corporate Culture. It Majorly Indicates The Willingness To Employees To Work For The Company, Involve With The Brand Success, And Choose To Stay Within The Brand.

(Gioia, 2009)

Roger E. Herman And Joyce L. Gioia In Their Book, "How To Become An Employer Of Choice" Have Defined, An Employer Of Choice As "Any Employer Of Any Size In The Public, Private Or Not-For-Profit Sector That Attracts, Optimizes And Holds Top Talent For Long Tenure ... Because The Employees Choose To Be There." (Roberts, 2011)

The Work Ethics Have Changed Over Time, Keeping Up With The Young Employees On-Board. Generation Y Are Supportive To The Idea Of Being Considered Equal And Important, And Challenge

Themselves With Responsibilities. They Voice Out Their Dissatisfaction And Have Low Commitment To Organisation, If The Transactional Psychological Contract Is Not Met. (Rosethorn, 2009, P. 9)

According To Rousseau, Psychological Contract Is The Foundation Of The Employees' Belief And Behaviour In The Workplace. At All Stages Of Employee Lifecycle, It Profoundly Effects The Attitude And The Well-Being Of An Individual. (Rosethorn, 2009, P. 14)

III. Drivers And Barriers

Money Is Not Always The Main Reason Why People Choose To Work For One Organization. (Woodruffe, 2006) (Minchington & Thorne, 2007). Potential And Current Employees Are Often Motivated By A Range Of Non-Financial Factors Such As Advancement Or Development Opportunities, Employer Commitment, Supportive Environment , Brand Transparency, And The Feeling Of Working For A Good (Csr) And Reliable Organization (Woodruffe, 2006) (Rosethorn, 2009, P. 9) .

Researches Have Shown That Employees Feel More Loyalty To Their Colleagues Than To The Organisation, And These Priorities Are More Prevalent In Generation Y's Attitude. (Rosethorn, 2009, P. 8) Younger Employees Are Looking For Companies That Are Really Committed To Being "Green" And Have Strong Corporate Social Responsibilities. (Roberts, 2011)

Employee Engagement And Brand Transparency Are Also Primary To Be An Employer Of Choice. People Like To Be Engaged With The Organisation At All Levels, Inclusive Of The Emotional, Cognitive And Behavioural Or Physical Dimensions. (Rosethorn, 2009, P. 37)

Amongst Many Brands Considerer As The Best Employers In The World By Glassdoor; Facebook, Bain And Company, Mckinsey & Company, Google, Microsoft, Delta Airlines, Hilton And Many Others Even Including Mcdonalds And Tesco Are Reaching Out As The Employer Of Choice With Their Employer Branding Strategies. (Glassdoor, 2018)

These Examples Show The Bigger Picture Of Being An Employer Of Choice.

Google Provides A Workplace Flexibility, Productivity And Creativity. Various Offices And Campuses Abide By The Company's Overarching Philosophy. Adding To This Jordan Newman, Google Spokesman Claims It "To Create The Happiest, Most Productive Workplace In The World." With A Plenty Of Place For Relaxation, Entertainment, Fun-Filled And Informal Yet Innovative Environment Of Work, Topping Up With Free Foods And Drinks, Both Healthy And Casual Snacks Options They Try To Push The Boundaries Of The Workplace. (Stewart, 2013)

Philosophy Based On Innovation And Collaboration, Flexible Work Hours, They Have Empowered Their Employees With The Ease To Talk And Interact. It's About Motivating, Engaging, Listening And Also Reflecting On The Comments. (Bock, 2011) (Stewart, 2013)

Following The Model Of 'Default To Open' As The Open-Source Communication Method In Accordance To Their Brand Ideology, Helps Them Making Their Mission Tangible Is A Natural Outcome Of Who They Are. These Three Components Of Our Culture Create A Virtuous Cycle Of Attraction, Community, Engagement, And Innovation. (Bock, 2011)

Employees Of Tesco, Not Only Get Additional Benefits But Also Owns Shares Of The Company. Their Family Members Are Often The Suppliers To Tesco, This Gives Them The Ownership Of The Brand. They Not Only Regard Their Own- Products On The Shelves And Shares Of The Company, But Also Shapes Their View Of The Organisation.

Mcdonalds With Their Recruitment Campaigns Of Mcjob- A Quintessential Low-Paid Job, Have Strived To Be One Of The Top 25 Best Employers Of Choice Since 2012. (Donohue, 2007) (Mcdonalds, 2018). They Promote Flexibility, Opportunity, Equality And Development. Statistically, About 85% Of Their Employees Enjoy Their Flexibility, Over About 90% Managers Have Been Internally Promoted From Crew Level And About 43 Million Pounds Are Invested On Training And Development. This Shows The Extent Of Internal Marketing As Employer Branding Strategies.

Nonetheless, They Also Offer Their Employees With Other Benefits Like Holiday Pays, Pension And Childcare Schemes And Discounts. (Mcdonalds, 2018)

These Examples Of Prominent Employer Of Choices Indicates Some Of The Non-Financial Elements That Prove To Be Important Strategies For Employer Branding. All The Above Mentioned Companies Provides Supportive Environment, Career Advancement And Training Opportunities, Compensations And Benefits, Employee Engagement, Flexibility, Innovation And Ownership Of Their Work, And Rewards And Recognition For The Employees' Contribution. Other Companies Are Making Similar Products, And Yet Employees Are Drawn To These Brands And Are Willing To Work And Commit For Them. These Characteristics Added Up With The Brands Value And Mission Forms A Strong Employee Value Proposition (Evp), Which Provides Potential And Current Employees A Reason To Work For An Employer And Reflects The Competitive Advantage Of The Company (Van Mossevelde, 2010)

However, Sometimes Due To Poor Communication, Negative Attitude Of Line Managers Or Proper Absence Of Leadership Can Turmoil The Company's Image Of Employer Of Choice. Improper People Management Policies And Practices, Poor Work Environment Tends To Throw Out The Present Employees, Resulting In The Breach Of Psychological Contract And Potentially A Bad Word Of Mouth Branding Of The Company. (Rosethorn, 2009, P. 75) Corporate Policy And Value Statements Sometimes Appear Particularly Prone To Aspirational Over-Claim Results In Dissatisfaction Amongst The Current Employees. (Mosley, 2009)

1.3. Implications

Implications On Employers

On Formulating The Employer Branding Strategies, The Company Can Become The Employer Of Choice. This Enhances A Better External Employer Image And Thus More Efficient Recruitment With The Better Quality Of Applicants. Retention Of Employees, Lower Personnel Turnover, Higher Return On Investment, And Higher Engagement And Commitment From Their Employees (Mosley, 2009). In Addition To This, It Reduces The Costs Associated With Absenteeism And Recruitment, And Increasing General Levels Of Customer Satisfaction Being An Employers Of Choice And Have Distinctive Evp, Reflects The Competitive Advantage Of The Company (Van Mossevelde, 2010) Improves Overall Performance Of The Company, Is Also Enhanced From Satisfied Employees.

1.4. Implication On Employees

Employer Branding Strengthen The Concept Of Quality Employment And Thus Increasing The Willingness Of Employees To Stay In The Organization (Backhaus & Tikoo, 2004) (Van Mossevelde, 2010) Companies That Compete For Unusual Talent May Develop An Evp, Which States The Particular Benefits The Company Can Offer To Potential Employees, Including Better Pay, Training And Career Opportunities And Such Factors As A Company's Reputation For Work-Life Balance Or Corporate Social Responsibility (Csr) (Purcell & Boxall, 2011) Employer Of Choices Opens Up Scopes For More Free And Open Communication, And Employee Engagement, Promotes Flexibility, Creativity And Innovations.

1.5. Implication On Customers

With A Strong Evp And Branding Strategy An Enhanced Brand Image To Their Customers. This Signifies People's Perceptions And Beliefs Regarding A Brand (Kapferer, 2008). An Organization That Delivers A Good External Brand Experience Is Assumed To Be A Good Employer. When Employees Are Proud Of Working In The Company, They Are An Advertisement To The Outside World, This Potentially Attract Their Customers. A General Level Of Customer Satisfaction Is Prevalent.

IV. Conclusion

Brand Positioning Is Very Relevant Also To The Employer Brand Proposition Because Employees Represent An Important Target Group For The Brand With Needs And Aspirations Different From Those Of Consumers. The Brand Also Needs To Be Positioned To Meet Employees' Needs And Aspirations To Be Relevant And To Motivate Them (Barrow & Mosley, 2005)

The Strength Of The Employer Branding Concept Is That It Strives To Harmonize Internal Beliefs With The External Brand Message (Martin Et Al., 2005). It Also Draws On A Discipline That Has Proven Lasting Value In The Marketplace.

The Primary Reason Why Employer Branding Is Sustainable Is That In Driving And Supporting People's Commitment And Loyalty Brand Management Has Been The Most Effective.

A Further Major Benefit Of Adopting The Employer Brand Approach Is The Scope It Provides For More Seamless Integration With The 'External' Business Agenda.

Adopting A 'Joined-Up' Model Of Internal And External Brand Relationship Management Can Help To Clarify And Resolve Many Of These Apparent Conflicts And Ensure That Both The Internal And External Agendas Can Be Brought Into Closer Alignment. (Mosley, 2009)

However, The Main Focus In The Use Of Employer Branding Has Been On Developing A Distinctive External Reputation Rather Than Describing Internal Attempts To Achieve Positive Employee Engagement Or Change In Culture – Negative Point And Recommendation Or Conclusion (Mosley, 2009) (Love & Singh, 2011) (Backhaus & Tikoo, 2004)

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