Role Of Employer Branding In Human Resource Practices

Mukesh Kumar
(Research Scholar, Department of Commerce & Business Administration, University of Allahabad)

Dr. Shrish Kumar Tiwari
(Assistant Professor, Department of Commerce & Business Administration, Allahabad Degree College, Allahabad)

Abstract:
Employer Branding, now a days, is highly appreciated term by Human Resource Planner because it enable them to think strategically for the promotion of Organization image as an employer. Employer Branding is a human resource strategy, which helps management not only to attract and retain the employees but also helpful to regain them as they are valuable and loyal assets at a time. It offers both kinds of benefits that economic and non-economic to existing as well as prospective employees. Initially only product were subject for the consideration as for as branding is concerned but as the growth and development of service sector has taken place, it becomes unavoidable to include human resource of the Organization, which are first and most important factor of production, under this purview. It can significantly improve application rates and put your company in the good position of having a wide pool of talent to choose from. This article is based on secondary data which has been collected from different research paper, thesis and websites. This paper is theoretical in nature to focus how employer branding helps in practice of Human Resource Management.

Key words: Employer branding, Prospective employee, Brand image, External branding, Employee engagement, Employee turnover, Employee Value Proposition

Introduction:
The term “Employer Branding” is quite new and has emerged in the 1990s. Ambler and Borrow, defined employer branding in (1996) “ Employer brand as the package of functional, economic and psychological benefit provided by employment and identified with employing company”. Its main objective is to differentiate from other competitors and to make position as an attractive employer in tight labor market. Employer branding is a Human Resource Management strategy. It is different from other organization in terms of organizational culture, brand image, attracted to talented employee, retained employee, employee commitment, employee engagement and finally employee satisfaction. One of the most basic understandings about brand comes from the definition coined by American Marketing Association (AMA) “Brand is a name, term, sign, symbol, or design or combination of them which is intended to identify the goods and services of one sellers or group of sellers and to differentiate them from those of competitors”. Branding was originally used to differentiate tangible products, but over the years it has been applied to differentiating people, places and organization. The term employer branding suggests the differentiation of an organization characteristics as an employer from those of its competitors.
In the words of Dell & Ainspan (2001), organizations have found that effective employer branding leads to competitive advantage helps employees internalize company’s values and assists in employee retention.. According to Steve Gilliver (2009) employer brand identifies an organization in the marketplace and makes it unique. It gives everyone in the organization a handle on what we are, and everyone interested in joining the organization in a clear picture of what to expect. It infuses the firm’s recruitment process and the interaction among people in the organization. Employer branding is therefore about effectively communicating your organization’s values, personality and culture to create the desired perceptions. Employer branding affects every touch point the organization has with the employee, starting with the recruitment and on-boarding process. It then extends to every aspect of their employment including; training and development, support networks,
the development of career paths and benefits and incentives, right through to their exit from the organization and beyond.

This article focused on the theoretical framework of employer branding concepts, and its impact on existing employees as well as prospective employees.

**Objective:**
- To understand the role of Employer Branding in Human Resource Management

**Conceptual Framework:**
Employer branding has become very popular among Human Resource Managers because it offers the possibility for them to think strategically on promoting the organization as an employer. Its aim is to build internal and external branding. It is used to attract good candidates, to help them to picture themselves as being a part of the corporation. By using this concept, organization shows why they are different from their competitors and why the best applicants should choose to work for them.

Initially, Employer branding conceptualized based on a more mechanistic view of communication and this aspect is easily identifiable in all the definitions and properties. In the words of Backhaus and Tikoo (2004) defined Employer branding as “the process of building an identifiable and unique employer, identity and the employer brand as a concept of the firm that differentiates it from its competitors.

Employer branding is a strategic concept from the field of marketing – especially brand management – which is used to position a company as an attractive employer and stand out from the competition. It labels or ‘brands’ a company’s reputation as an employer (Barrow & Mosley, 2005). The term appeared the first time in the Journal of Brand Management in 1996 when Tim Ambler (Grand Metropolitan Senior Fellow at the London Business School) and Simon Barrow (Chairman of the management communication consultants People in Business) wrote their research paper “The employer brand” “to tests the application of brand management techniques to human resource management” (Ambler & Barrow, 1996:185).

Employer branding is a “targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm. The strategy can be tuned to drive recruitment, retention, and productivity management efforts.” (Sullivan J., 2004) It “can be understood as a bundle of benefits with specific, at the same time long term differentiating characteristics (following the theory of Keller 2003), in a way that the substance of an organization as employer is central to the presentation.

Employees that are committed to the organization tend to stay longer, since they feel attached to and identify with the organization and its culture.

![Employer Branding Framework](image)

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

The application of branding principles to human resource management has been termed “Employer branding”. Employer branding is the process of promoting a company, or an organization, as the employer of choice to a desire target group, one which a company needs and wants to recruit and retain. The process facilitates the company’s ability in attracting, recruiting and retaining ideal
employees. It represents a firm’s effort to promote, both within and outside the firm, a clear view of what makes it different and desirable as an employer. It encompasses the organization’s value system, policies and behavior towards the objectives of attracting, motivating and retaining the firm’s current and potential employees.

(F H Kufstein, 2013) conclude that Employer branding and employee satisfaction has a positive casual relationship

Role of Employer Branding:

According to Michael Armstrong (2006) mentioned that recruitment plans should include plans for attracting good candidates by ensuring that the organization becomes an ‘employer of choice’. This could be achieved by such means as generally improving the image of the company as an employer (the employer brand), by offering: better remuneration packages, more opportunities for learning, development and careers and enhanced future employability because of the reputation of the organization as one that employs and develops high quality people as well as the learning opportunities it provides.

Wendy Albertine Jaine weekhoul (2011) found in her research that there was a positive relationship between employer branding and organizational attractiveness. She also focused that organization’s that recovered a higher level of employees branding were rated higher on their organizational attractiveness.

Laura Eronen (2012) found in her research submitted to University of Lincoln that Students and Graduates liked Job description, Salary and Career development possibilities the most. They preferred that job should provide job safety, self-esteem and self-actualisation. So it indicates that Employer should focus its employer branding efforts to satisfy the esteem and self-actualisation needs of the existing employees as well as potential employees. She also suggested that Employer should concentrate on promotion and advertisement, because job announcements are the advertisements for Organization.

Alicia A. Garibaldi (2014) emphasized in her book that a strong Employer brand offers several benefits because it reduces recruitment costs, differentiate from other competitors and improves employee retentions. He articulated that companies should focuses on five components of Employer

![Employer Branding Activity Diagram](image-url)
brand as (a) Culture and values (b) Work/Life balance (c) Senior management (What employees think of the leadership in place) (d) Compensation and (e) benefits and Career opportunities.

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Advantages of Employer Branding

- **Employer brand and employee attractiveness**- Employer branding practices attract to talented people to be associated with the organization. Good employer branding communicate positively in the corporate market.
- **Employer branding and employee commitment**- Practices of good employer branding intend to existing employee to commitment towards their work. It is a positive relation between Employer branding and employee commitment.
- **Employer branding and employee turnover**- Good Employer branding reduces the employee turnover. Employees are so delighted having got sound working condition, compensation, and other physiological and psychological benefits.
- **Employer branding and employee satisfaction**- Employer branding enforces the employees satisfaction. It increases the output in the organization.

Conclusion:

In present competitive environment, every company wants to increase their market share, brand equity and reputation of the company, but without good employees can’t be possible to achieve it. Earlier employees were treated as a commodity but now employees treated as an Asset. Here question arises, how an organization will attract, retain and satisfied talented employees, so employer branding started practices in Human Resource Management.

Employer branding aims to differentiate the organization’s characteristics as an employer from its competitors in the labor market through highlighting and marketing the unique aspects of the employment package, known as ‘the value proposition’ – the value/total rewards offered to employees in return for joining and staying with the organization, and producing high work performance. Some employers seem to be going to extraordinary lengths to retain people and this can be termed the ‘new paternalism’.

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