

Issues with Employer Branding

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ABSTRACT

Employer branding is a long-term, focused approach that manages how current and prospective employees, as well as other relevant stakeholders, perceive a certain company. This covers interactions with the company that are direct or indirect. Organizations nowadays have begun to invest in employer branding, just like they do in product branding, because their employees can be thought of as internal customers. Employer branding creates a suitable picture demonstrating that the company is a pleasant place to work. These days, having a strong employer brand is crucial for gaining a competitive edge. Following economic reforms and the 1991 liberalization of the Indian economy, Indian businesses are now strategically using their employer brands on a global scale to draw and retain talent, hence driving corporate expansion. In this essay, various ideas about employer branding are discussed, along with the difficulties and potential solutions.

INTRODUCTION

"The image of the organization as a great place to work in the minds of current employees and key stakeholders in the external market" is how Brett Minchington defines employer branding. Employer branding is all about distilling a business's core values in a way that appeals to stakeholders and employees. It conveys the core values of an organization along with all of its systems, attitudes, and employee relationships.

A novel strategy for getting an advantage in the cutthroat world is employer branding. Employer branding is used to modify the instruments and approaches often employed to inspire and involve employees, in addition to conveying the company's personality as an employer of choice. This emotional bond between a company and its staff is similar to that of a consumer brand. The atmosphere of an organization as an employer is developed and communicated through employer branding. It is the collection of advantages that come with work, related to the hiring organization, that are functional, financial, and psychological. That transmits the "value proposition," which is the entirety of the company's processes, attitudes, culture, and employee relationships. It also encourages your staff to embrace and share objectives for achievement, output, and contentment in both their personal and professional lives. Creating a branded component as a unique selling proposition (USP) for employee satisfaction and pleasure can help a company stand out from the competition and increase staff retention, productivity, and efficiency. This is known as employer branding. A long-term tactic to control employee, prospective employee, and related stakeholder impressions of a certain company is employer branding. The employer brand presents the company as a desirable place to work. This entails incorporating workers from all levels into the brand's creation to ensure that it appropriately captures the goals and realities of the company and its workforce. The world has seen the remarkable rise to prominence and achievement of Indian firms in the international marketplace in recent times, particularly in the context of globalised economies.

LITERATURE REVIEW

According to Gardner and Levy (1995), a brand is any name, phrase, sign, symbol, or design, alone or in combination, that is used to identify and set one seller's or group of sellers' goods and services apart from those of rivals. "Values constitute a brand, serving as a vital conduit between consumers and marketers." -Clark (1987) proposed this definition of a brand-value relationship.

Kapferer (1992) takes a comprehensive approach to brands. According to him, a brand is more than just a product. It is a product's essence, and brands are frequently evaluated by looking at their constituent elements, such as the name, logo, or design, packing, etc.

As per Keller, brand equity has increased the significance of a brand in the communication plan for marketing and softens the process of convincing customers to purchase a good or service. However, employer branding has been more popular

recently, particularly in today's cutthroat market, as a means of attracting and keeping talented workers from a varied workforce.

The majority of businesses want to highlight the things that make their workplace a pleasant place to work, such as having a cheery and light-filled office, a collaborative and team-oriented culture, flexible work schedules, childcare options, or even a first-rate canteen. According to Levering, an excellent workplace is thought to generate better-quality goods, foster more creativity, be able to draw in more gifted individuals, have less resistance to change, and have lower turnover costs—all of which have a positive impact on the bottom. As stated by Sutherland and Torricelli, Professional workers are becoming more and more essential to an organization's ability to succeed in business, yet they can be challenging to find and keep.

Employer branding serves as a means of communicating the company's reputation and corporate identity to both present and prospective workers. According to Luthans and Peterson, workers who are happy and fulfilled in their roles within the company perform well and succeed. This enhances the efficacy and success of corporate managers, hence elevating their sense of self-efficacy. Studies have indicated a positive correlation between self-efficacy and work performance.

Specifically, those with greater levels of self-efficacy are more likely to take the initiative to start work and to persevere through difficulties in order to complete the task.

Obstacles in the Branding of Employers

Because of the ageing population, the skills gap, and shifting generational tastes, employer branding is becoming more and more crucial in luring and keeping top talent. Though it's usually easier said than done, more companies are beginning to focus on developing and establishing a positive employer brand.

Employers now and much more in the future will need to compete for applicants in a much more readily apparent and engaging way via an employer brand as a result of the worldwide hunger for knowledge. Consistent with the company's corporate principles and, above all, fulfilling its promises are essential components of a strong employer brand. Employer branding is crucial for drawing in and keeping skill in the face of a talent pool that is getting smaller, according to a new survey.

The majority of employers (79%) cite HR as one of the major players in employer brand management, with HR professionals being the ones largely in charge of employer branding campaigns.

1. **Undefined Employer Value Proposition (EVP):** When companies don't have a clear understanding of what makes them unique as employers, it becomes challenging to create a compelling brand. Lack of a defined EVP can lead to confusion or a generic image.
2. **Inconsistent Communication:** If there's a disparity between the company's internal culture and the external image projected, it can hinder branding efforts. Mixed messaging or inconsistent communication about the work environment, values, or opportunities can confuse potential candidates.
3. **Negative Reviews or Perception:** Negative reviews on platforms like Glassdoor or social media can significantly impact an employer's brand. Addressing and managing these reviews transparently is crucial to maintain a positive brand image.
4. **Lack of Employee Engagement:** Disengaged employees might not actively advocate for the company or promote it positively, affecting the overall brand perception. Employees are often seen as ambassadors of the brand, and their engagement is essential.
5. **Difficulty in Attracting Top Talent:** If a company struggles to attract top talent, it might be due to a lack of visibility or a strong employer brand compared to competitors. This could be related to marketing strategies, networking, or unclear job postings.
6. **Inadequate Investment:** Insufficient budget allocation of resources dedicated to employer branding initiatives can limit the reach and impact of branding efforts, making it challenging to compete with companies that invest more heavily.
7. **Rapid Growth or Change:** Organizations undergoing rapid growth or significant changes might find it challenging to maintain a consistent brand image. Mergers, acquisitions, or restructuring can affect the perceived stability and culture of the company.

Addressing these obstacles often involves a comprehensive strategy that includes defining a strong EVP, aligning internal culture with external messaging, actively managing reviews and perceptions, fostering employee engagement, investing in branding initiatives, and adapting to changes while maintaining consistency in messaging and values.

Problems and Crucial Areas to Oversee in the Process of Employer Branding

The various crucial elements that need to be managed in the employer branding process vary depending on the culture of each organization. However, these multinational corporations shared a number of common problems, such as creating a unified brand, managing the budget and corporate culture, and attracting prospects and employees to the work.

- Pressure from salary rises to maintain the company's current non-compensatory benefits; a desire to elevate employer branding within the organization beyond recruitment efforts alone.
- Uniformity in communication between departments
- Maintaining the brand's novelty for newer recruits
- The requirement for the employer and consumer brands to "coexist"

Overcoming & Managing Difficulties

Advocate for the employer brand independently of the company brand. HR professionals often face this difficulty because the employer brand's voice, messaging, and channels require dedicated space and funding in order to function effectively.

While it can often be challenging to persuade those in positions of authority, the importance becomes apparent when a rival begins attracting top people with impressive workplace branding. Because HR departments are typically seen as cost centers rather than as profit-generating units, proving the return on investment is another difficult task.

HR can take a lot of actions to address these obstacles. Marketing assistance enables HR to emphasize the employer brand's long-term advantages.

Numerous research and data points to the importance of employer branding and the major effects it may have, such as higher productivity, lower costs associated with hiring new employees, better morale, and increased staff retention.

"Always instill a sense of belonging in CEOs and executives and involve them throughout the entire process." Do your research as well. Examine websites of rival companies and employment publications. Is your employer brand strong enough to compete in this market? An organization's top leadership should be tasked with answering these issues.

Evaluating Employer Branding's Effectiveness

Employers have historically found it challenging to quantify the hard returns on their efforts in corporate branding. Employer branding programmes, however, can yield better benefits as they develop and become more polished within businesses. These include increased traffic to career websites, the volume and caliber of responses to job advertisements, employee retention rates, recruiting expenses, and employee morale. It's no longer enough to simply compare expenses and staff turnover to earnings. For HR professionals, this will present a new challenge: a more complex method of calculating an employee's return on investment (ROI) that compares performance and effectiveness to the employer brand investment.

Employers may observe increases in employer of choice rankings and enhancements in employer impressions (as determined by internal and external surveys).

Stories of Employer Branding Success

Some respondents mentioned the following success stories:

- Choosing current employees to "exemplify the brand" in communications programmes
- Maintaining consistency in recruitment advertising and end-to-end on-boarding programmes
- Transitioning to a "global" branding campaign
- Establishing a connection or expanding the standing for excellence and prospects
- A "high-touch internal communications strategy" and executive buy-in are two important components of the college trainee, co-op, and trainee programme.
- Better performance management results in more effective brand management (intrinsically integrated).
- Moving away from being a profit-driven organization and towards a service model with more coaching and education.

CONCLUSION

Nowadays, getting a competitive edge requires having a strong employer brand. Indian businesses are using employer branding as a deliberate strategic tool to draw and hold people for their expansion and progress. Numerous Indian companies are reevaluating their employer brands as a result of the growing emphasis on competitive advantage. A strong employer brand can draw in and hold on to talent, as well as serve as a symbol of quality for its clients in an effort to

gradually build global awareness. A company can benefit greatly from effective employer branding since it gives the business a distinct identity and organizes hiring. The right pull is received.

outlines the company's expectations of them from the outset for this type of prospect. The organization is able to maintain seamless operations because, above all, it guarantees that the most talented staff stays on for longer.

In the end, having a strong employer brand primarily comes down to making sure those expectations and realities of working for the company are completely in line.

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