

An Empirical Study On Employer Branding To Attract And Retain Future Talents

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ABSTRACT

All organizations dream and desire to employ preferably the top 20 percent of the talent pool. Known the fact that the cream of graduates are favoured on choice when it comes to choosing an organization, HR professionals and strategists have been expending enormous amounts of time, energy and financial resources to earn the 'employer of choice' tag for their respective organizations.

One of the sources for hiring on which corporate rely heavily is the business schools. The present paper throws light on the traits students search for while selecting an organization to work with, these traits when incorporated helps to create employer brand and attract maximum talents to their organisations.

To conduct the investigation a sample size of 253 respondents was taken and data was collected through structured questionnaire. The findings depicted that the most influencing attributes that respondents look for, is 'Growth and Opportunities' and 'Company Brand'. Using statistical tools like Means Score and ANOVA Test the hypothesis test revealed that there is a significant difference in Influencing Organisational attribute of 'Salary and Perks' across the type of Institution of respondents. The respondents of the Private Institutions consider 'Salary and Perks' as important influential attribute as compared to their peers from Government Institutions.

Keywords : Organisational Attributes, Employer Branding

INTRODUCTION:

The battle for talent has reached new heights with HR managers in devising innovative and exhaustive approaches to attract talent. Perhaps, India has more than twice as many graduates as the population of Australia. However, HR professionals are always speaking of skill shortage on the one hand and barely 10 percent of corporate India is said to use formal executive search on the other. So where do companies recruit employees from and how do they recruit? Campus recruitment is one major source. One of the sources for hiring on which corporate rely heavily is the business schools.

Thus the study provides the employers an insight on how to devise their strategies for more effective employer branding to attract on campus talent.

OBJECTIVES OF THE STUDY:

1. To identify the attributes of the organisation that final year students look for at the time of choosing an organisation.
2. To study the most influential factor that students of private institute look for while selecting the organisation.

RATIONALE OF THE STUDY :

An attempt will be made to identify the attributes that organizations need to build employer branding for attracting talents. These attributes will be suggested by students when asked what do they look in while selecting a company to get associated with. This research will help to determine the most preferred traits that students look for company given a choice to select a company to work with. The findings of the study will in turn help the companies to incorporate the suggested traits which students look for and thereby build employer branding. The research report will help the organisations to devise appropriate policies and strategies on how they can attract fresh talents from campus towards their organisation.

INTERDISCIPLINARY RELEVANCE:

The study provides glimpses into the company traits that students look in for while selecting an organisation to work in. The findings of the study will help the organisations in designing their policies and creating a brand to attract fresh talents from college campus.

REVIEW OF LITERATURE:

Employer branding as a strategic tool to attract talents on campus recruitment

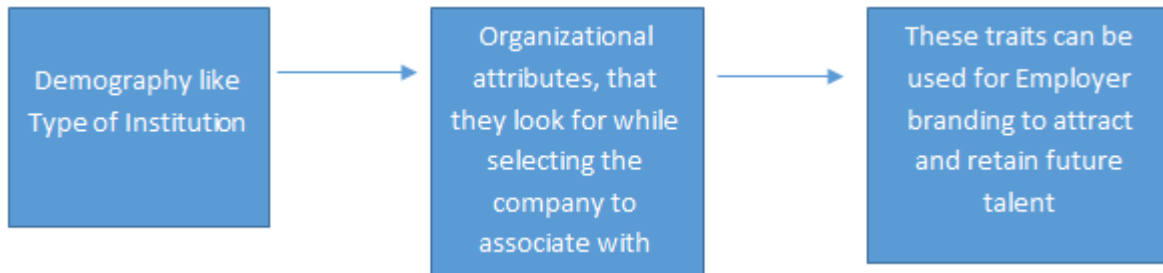
India may be a fast-growing economy with surging demand for talented and skilled workforce. In today's era of boundary-less, technology driven, rapidly changing business environment, one among the main corporate challenges is to meet the increasing demand for skilled and talented workforce.

Today managers are employing employer branding techniques to attract the current employees and potential employees, respectively. Sullivan (2004) has defined employer branding as "a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm" .

In a similar vein The Conference Board (2001) proposes that employer brand by establishing the identity of the firm as an employer covers the firm's value system, policies and behaviors toward attracting, motivating, and retaining the firm's current and potential employees. These definitions indicate that employer branding involves promoting, both within and outside the firm, a clear view "Working for a specific organization"(Berthon et al. ,2005).

Equal importance on investment of employee branding as actual product branding because employee is recruited for the purpose of alignment in organizational values with individual values for building vibrant image of organization (Yashaswini Mishra 1 Rabi Narayan Subudhi Dec 2017) Employer brand associations shape the employer image that in turn affects the attractiveness of the organization to potential employees. The other asset, employer brand loyalty is impacted by organizational identity and organization culture. Organization culture in turn also feeds back to the employer brand. Employer brand loyalty contributes to increasing employee productivity. One of the major factors that influences applicant to organization is its image as an employer (Tom, 1971; Belt and Paolilo, 1982; Gatewood et al., 1993; Turban and Greening, 1997):

MODEL OF THE STUDY DEVELOPED THROUGH REVIEW OF LITERATURE:



RESEARCH METHODOLOGY:

Sample and Data Collection

The participants are Generation Y full-time MBA students of Management institutes in Mumbai who are set to enter the job market. The respondents were in the final year of their MBA course. Data was collected using a questionnaire from 5 selected colleges offering MBA program in Mumbai. These five colleges are reputed institutions in Mumbai. Reputation is defined by the rank the institution has got all over India. The students interested in placements in organizations were then asked to fill in the questionnaire. 400 questionnaires were distributed. The target respondents were from three different specialization namely Marketing, Finance and HR. The sample size of 300 was taken.

DATA ANALYSIS

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Organisational attribute-Salary and Perks	253	20.00	100.00	75.8103	20.38897
Organisational attribute -Work Culture	253	40.00	100.00	78.3004	14.47756
Organisational attribute -Growth & Opportunities	253	40.00	100.00	80.4545	13.63101
Organisational attribute -Company Brand	253	20.00	100.00	80.0000	15.17098
Organisational attribute -Others	253	35.00	100.00	76.7787	15.46881
Valid N (listwise)	253				

The above table indicates that the most influencing attributes of the Organisation that the final year students look for, at the time of choosing the prospective Organisation for recruitment is 'Growth and Opportunities' and 'Company Brand' as their mean score is highest at 80.45 percent and 80.00 percent respectively for 'Growth and Opportunities' and 'Company Brand'. The respective standard deviation is 13.63 and 15.17, suggesting that there is a medium variation in the opinion about them as the most influencing attribute.

The least influencing attribute that the final year students look for is 'Salary and Perks'. Mean score is 75.81 per cent. The corresponding standard deviation is 20.38, suggesting that there is a high variation in the opinion about 'Salary and Perks'.

CRONBACH'S ALPHA TEST:

Test of reliability of scale: This test is used for validation of likert scale used in the questionnaire.

To validate the scale in this study Cronbach Alpha test is applied. Test is applied for all 253 respondents.

For the Cronbach Alpha test all 17 sub questions of Question 3 are considered.

Variable Name	No. of subgroups	Cronbach's Alpha	Result
Organisational Attributes	17	0.927	Scale is reliable and accepted

Above results indicate that Cronbach Alpha value is 0.927 . It is more than the required value of 0.700. Hence the test is accepted. Conclusion is **scale is reliable and accepted.**

HYPOTHESIS TESTING:

Null Hypothesis H₀₁: There is no significant difference in the Organisational Attributes across type of Institution of the respondents.

Alternate Hypothesis H₁: There is a significant difference in the Organisational Attributes across the type of Institution of the respondents.

To test the above Null Hypothesis ANOVA is obtained and F-test is applied. Results are shown in the table below:

ANOVA						
		Sum of Squares	Df	Mean Square	F	p-value
Organisational factor- Salary & Perks	Between Groups	2393.657	1	2393.657	5.869	.016
	Within Groups	102365.236	251	407.830		
	Total	104758.893	252			

Interpretation: The above table indicates that except the p-value associated with Salary and perks (0.016) all other p-values are greater than 0.05. Hence the F-test is rejected for ‘Salary and Perks’ and is accepted for other attributes.

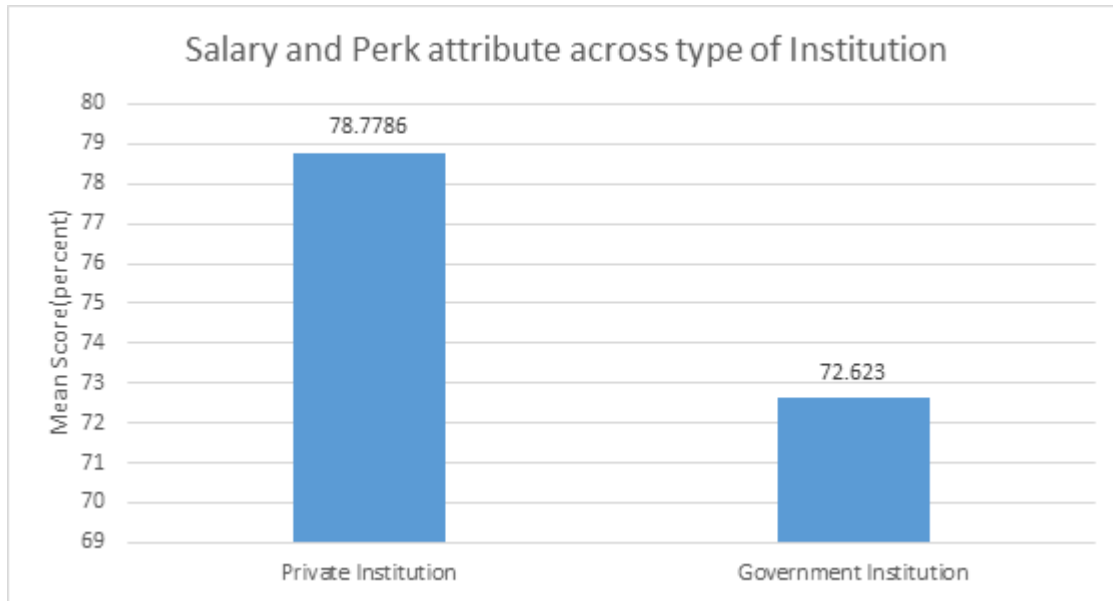
This indicates that Null hypothesis is accepted for all attributes except ‘Salary and Perks’.

Conclusion: There is a significant difference in Influencing Organisational attribute of ‘Salary and Perks’ across the type of Institution of respondents.

Finding: is that the Mean Score for Influencing Organisational attribute of ‘Salary and Perks’ is significantly different across the Institutions of the respondents. The respondents of the Private Institutions consider ‘Salary and Perks’ as important influential attribute as compared to their peers from Government Institutions. This can be observed in the following table:

Report					
Mean Score-Organisational Attributes					
Type of Institution:	Salary and Perks	Work Culture	Growth & Opportunities	Company Brand	Others
Private Institution	78.7786	78.3969	79.5802	80.6489	76.8702
Government Institution	72.6230	78.1967	81.3934	79.3033	76.6803
Total	75.8103	78.3004	80.4545	80.0000	76.7787

The above table indicates that the Mean Score for “Salary and Perk” attribute is highest at 78.77 percent for respondents from Private Institute, while it is the lowest at 72.62 percent for respondents from Government Institutions. This verifies our findings. This can also graphically be represented in a Bar chart as follows:



CONCLUSION

The current study states that employer branding make an impression every touch point the organisation has with the employee, starting with the recruitment and on boarding process. Thus the current study has helped to support / verify previous study that among the students, most preferred organizational traits were Organisational attribute - brand name, Organisational attribute -Growth & Opportunities. Organisations while crafting its strategies to attract and retain the brilliant talents should think on building corporate image and growth opportunities for its employees . These traits are suggested tools to build employer branding. Thus the research report reveals the two most influential factors the organisations should use while devising appropriate policies and strategies on how they can attract fresh talents from campus towards their organisation.

ROAD AHEAD:

It is recommended that, future research look more deeply into industry perspective towards B schools attributes to attract companies on campus recruitment. Because, this study looked at only students view points on selection of company to get associated with, future research may attempt to isolate precisely with reviews of placement coordinators of B schools on what attributes companies should build for creating employer branding to attract college talents. Finally, as this study examined only students perceptions, additional research may be conducted into the perceptions of faculty and placement coordinators organisational attributes to create employer branding to attract talents from campus recruitment.

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