CHAPTER III
CONCEPTUAL FRAMEWORK

EMPLOYER BRANDING - AN OVERVIEW

INTRODUCTION

Employer Brand is the term generally used to explain an organisation's reputation as an employer and it’s Employee Value Proposition that determines organisation as a 'Great Place to Work'. The term was first used in early 1990's by Simon Barrow and Tim Amber.

EVOLUTION OF EMPLOYER BRANDING

The term "Employer Branding" was primarily introduced to a management audience in 1990, and defined by Simon Barrow, chairman of People in Business, and Tim Ambler, Senior Fellow of London Business School, in the Journal of Brand Management in December 1996 to test the application of brand management techniques to human resource management.

IMPORTANCE OF EMPLOYER BRANDING

Attracting the best talent and making the organisation's brand stand out are essential in a job market known for its cut-throat competition. Employer Branding forms the foundation for an effective recruitment strategy and can make a significant difference in winning the war on talent. A strong employer brand aligns with business, culture and reputation, giving job seekers and potential candidates an indisputable preview of working for the organisation. Employer brand, like any other discipline, does not stand in isolation but is embedded with employer-employee relationship from the stage of recruitment and on-boarding, furthermore making the employee feel proud to work for the organisation. Understanding of the concept of employer branding showers significant benefits to the organisation in numerous ways. First and foremost, an effective employer brand attracts a talent pool into the organisation which could be accomplished by making employee's feel happy with their performance. Secondly, by effective employer branding, an organisation's image could imbibe in the minds of potential jobseekers that would
eventually make an employer meet the competitive edge. Thirdly, the employer's brand image creates a sense of longingness in the minds of jobseekers to work for the organisation.

**PHASES IN DEVELOPING EMPLOYER BRANDING**

Employer Branding has four phases, such as, the research phase, the designing phase, the implementing phase and the evaluating phase. The first phase focuses on the perception of internal talents and external applicants who possess the required skill to work for the organisation. The second phase deals with strategies for the organisation in determining its Employee Value Proposition (EVP) that matches the standard of the organisation and employees. The third phase with effective implementation and announcing of Employee Value Proposition (EVP) to existing employees and effective traditional and modern communicative channels to prospective employees. The last is the evaluating phase, which is measured by taking into consideration, employment span and extension of talent pool.

**BENEFITS OF A STRONG EMPLOYER BRAND**

When an organisation is recognised as the best company to work for, it spends less cost in hiring as it receives more applications than required. Google is receiving more than two million applicants a year not just because of the expectation of a high remuneration, but for the reason that it is crowned as the "Happiest place to work for in their life time". An effective dimension of employer brand in the minds of jobseekers makes the organisation retain its competitive edge. Employees are the brand ambassadors, hence it is momentous to pay attention to their viewpoint which could eventually make them feel more recognised and make them wish to work for the same employer. This is due to the fact that it gives them hope for the betterment in their career.

**COMPONENTS OF EMPLOYER BRANDING**

The two major components of Employer Branding are internal branding and external branding. In 2005, the CMA made a survey of marketers about their
organization’s internal branding activities. Internal branding was described in the survey as “promoting the company’s brand values amongst employees.” Internal Branding is the most powerful means of delivering a defined brand experience through the intermediation of its employees and by effective delivery of brand promise.

INTERNAL BRANDING

Internal Employer Branding spreads positive vibrations throughout the organization. It has to be designed through a close relationship with employees. The main portion that constitutes internal branding could be accomplished through effective Employee Value Proposition, employee engagement and intrinsic factors of employees about the organisation.

EMPLOYEE VALUE PROPOSITION

If there was ever an era to conquer the war for talent, it is now. Business leaders have to make sure that they do not lose the top talent by actively reviewing their talent management strategy and practices, with special attention to their mission-critical positions, high-potential talent, succession plans, and scarce technical and professional skills. The biggest challenge organisations face today is finding, nurturing and keeping the right people with the right skills. Whether, it is growing a business, entering new markets, finding innovative solutions to current challenges or gaining the most out of the various teams in an organisation, organisations need leaders who can think strategically, engage enthusiastically with all stakeholders, take ownership and accountability, and ultimately achieve results. Some people just seem to have that something extra that results in a significantly higher impact on organisational productivity, profitability and success. Unfortunately, this type of talented individual, leader or technical specialist is in short supply. As the skills gap continues to widen between business needs and what the education system and skills development programmes can provide, the global talent crisis will continue to dominate executive boardroom discussions. With limited and more risky options outside the organisation, more and more organisations are turning to grow their own talent pool from within.
As a result of the “perfect talent storm” where demand outstrips supply of critical skills and leaders, there is a greater necessity for organisations to become more attractive for talented individuals and to build a culture of high performance, engagement and growth. Organisations can compete for the best only if they join the “employer of choice” band wagon and create a work environment in which people really want to work and interact. The underlying principle is that the organisations that are seemingly attractive should also match the expectation of potential recruits as this will construct a win-win situation for both employer and employee.

Over the last twenty years, the importance of working population has moved from considering them as a cost to greatest asset and then to the most important investment. This changing paradigm of relationship between the employer and employee depicts the significance of workforce in an organisation.

EMPLOYEE VALUE PROPOSITION FRAMEWORK

Source:www.sibson.com

Diagram 3.1 -EVP frame work
Human resource team needs to develop the art of attracting, developing and retaining the talented workforce in the organisation. A best-in-class organisation deploys talented human resources in developing and maintaining their employer brand, with well-built employer brand strategies and a defined Employee Value Proposition (EVP). Employee Value Proposition (EVP) is “The balance of the rewards and benefits that are received by employees in return for their performance at the workplace”. EVP has multiple facets made up of tangible as well as intangible benefits and rewards. When building EVP, the organisation should understand three main aspects. First is the organisations identity on how current employees view the organisation, the second is the image of the organisation in an external marketplace and finally on how the top management sees and wants the development of the organisation. A value proposition is a concise description of what the organisation has to offer. It needs to be inspirational, motivational, and attractive and it must communicate the uniqueness of the Employer Brand. The main components in effective EVP which starts with attractive pay and benefits, learning and development, flexible work atmosphere, wellness programs, challenging and meaningful work, opportunity for individual achievement, alluring organizational culture and a workplace that provides enjoyable work patterns and a prestigious work status. Organizations provide this bundle of values in return for employee contribution of knowledge, skills, talents, dedication, behaviour, time and energy. Unlike the brand of an organization, EVP cannot be a one size for all proposition. Every organisation should understand the culture of the place and include elements unique to that side of the world, along with the organization’s generic value proposition.

Ten key practices to get Employee Value Proposition right are the development of a formal EVP, effective communication of the EVP to employees, aligning the EVP with what the organization stands for in the marketplace, delivering EVP promises, differentiating the company from competitors in the labour market, designing customized EVP for critical employee segments, articulating a total rewards strategy, supporting organisation and human resource strategy, generating talent management reward programs that go in hand with EVP and providing effective feedback.
IMPORTANCE OF STRONG EMPLOYEE VALUE PROPOSITION (EVP)

Attracting the pinnacle of talent is probably the least of the issues, retaining them is multifaceted. What is most decisive is providing the right pattern for high performing top talent to excel their potential. At the core of a successful Employer Brand it is clear that, Employee Value Proposition (EVP) to be truly successful, need to reflect the organisation's success story and its purpose of existence. This has to be integrated with the employee's experience in the organisation.

The EVP serves to define the value that employees are expected to contribute with the value that they can expect in return. The principal role of the Employee Value Proposition (EVP) is to provide a consistent platform for brand communication and experience management. In some cases an organization may choose to use an EVP to strengthen a single communication campaign. But increasingly EVPs are designed to play a much wider role in providing brand integrity across all forms of brand communication and people management activities. Members of the same occupational groups may, indeed, have the same characteristics, which link them together across national boundaries, and organizations can tap into these effectively.

CRITICAL OUTCOMES OF AN EMPLOYEE VALUE PROPOSITION

Having a clear EVP is an increasingly critical tool in the war for talent, particularly as the market for that talent becomes more global. For employers, it helps attract, retain, motivate and engage employees to derive business success. For employees, it shapes the overall view, emotional connection and level of discretionary effort they bring to the company. For both, it is a critical element for a successful workplace and career experience. Refining EVP and its elements, on the basis of ongoing employee research, will complete the full circle in getting it right. The outline of policy and program changes, developed during planning stages, coupled with practical measurement mechanisms, can help organisations calculate progress against critical milestones. Regular engagement surveys, gathering feedback from recently recruited employees and regular analysis of employee
productivity and financial performance from the onset of implementing the newly crafted EVP can help monitoring the program. This could guide the organisation in knowing whether employees believe the deal is real and the company is delivering on its EVP promise.

**EMPLOYEE ENGAGEMENT AND RETENTION**

Perrin’s Global Workforce Study (2003) uses the definition “employees’ willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis.” According to the study, engagement is affected by many factors which involve both emotional and rational, relating to work and the overall work experience. Gallup organization defines employee engagement as the involvement with and enthusiasm for work. Gallup, as cited by Dernovsek (2008), likens employee engagement to a positive employees’ emotional attachment and employees’ commitment. Robinson (2004) defines employee engagement as “a positive attitude held by the employee towards the organization and its value”. Organisation has to develop and nurture employee engagement, this requires an association between employer and employee. The employer needs the innovative mind of employees and utilizes their marginal unit of potential to the greatest extent. Engaging is one of the most important component in creating a positive mindset among employees regarding the organisation. These employees require a strong sense of purpose, tough but achievable challenges, freedom to act, learning and growth, teamwork, mutual care and respect, recognition and feedback for the work done. Therefore, the core aspect in building strong internal branding is through employee engagement. An engaged employee is aware of the business context, and works with colleagues to improve individual and organisation performance.

In the 1990s, Gallup conducted thousands of interviews at every level of various organizations to identify the workplace elements that are the best predictors of employee and workgroup performance.
Gallup's engagement hierarchy model represented above in diagram 3.2 consists of four base with twelve elements. The **first base** consists of elements that demonstrate the organisation's responsibility in providing necessary tools and equipments to perform the task without any postponement and clear explanation of what is expected from employees and provides the required support to enable achievement of the expected task. The **second level** of the model emphasis on encouraging employees to receive training for their current role of employment, healthy feedback on their performance as this not only reduces their flaws but effectively engages them to perform better for future goals, recognising the achievement of employees from positive response from their managers and colleagues and opportunity to encourage employees on those tasks they are the best bringing the fullest potential of an individual. The **third level** explains the mission and purpose that has to be made clear to employees to deliver the exact requirement the organisation looks forward to achieve, makes employees feel that they are taken care of in the course of employment as this will make employees feel more engaged at work, conducive work atmosphere that encourages teamwork and trust among social groups of organisations, making employees feel more engaged by making them know that their opinion counts. This will lead to better decision making commitment on the jobs they perform. The **final level** of the model highlights on
making employee focus on commitment and quality in achieving high standard objectives and providing a platform for employees to learn new skills to upgrade knowledge and make them feel they are progressing in their career.

As a derivation from the theoretical perspective of Internal Branding.

A few examples are cited below based on ‘BEST PLACE TO WORK’

Google: Google has won the coveted ‘best employer award’ in the US. Apart from the functional benefits one gets from working at Google, employees rejoice in an environment that allows people to practice success on their own terms. This environment is emphasized by free on-site washers, dryers and detergent, an annual free ski trip, unlimited sick days, lap pool, volleyball courts, free snack stations, subsidised massages, a climbing wall, and free cafes. It is not just the financial compensation that makes the employer brand strong, it is also the emotional bonding that the employees’ feel as a result, and that enhances the workplace of internal branding experienced at Google. This concept of know it how to put people in charge helps in building the brand’s image.

TCS: The sort of description that Tata Consultancy Services (TCS) makes is obviously relevant to a certain category of employees. Employee Value Proposition at TCS has a number of components like TCS’s strong culture, promoting flexibility, project rotation with many consultancies, offering structured rotation on projects to graduates, overseas travel and experience, tapping into the aspirations of its Indian people, consciously offers, overseas assignments, compensation packages as a large Indian company, with a strong growth record. TCS has been able to pay high compensation for its staff compared to its competitors because of its strong growth record. A structured approach of learning offered to both its project and operational teams. It also has a strong culture of CSR.
EXTERNAL BRANDING

“When considering another person in the world, a friend of your friend knows a friend of their friend.” - Facebook

Technology binds people across boundaries into a chain of social network relationships. In the last few years, social media has transformed the employer brand landscape. Social media has given the talent pool greater insight into companies and access to opinions from current and past employees. This provides visibility about the organisation as employers provide a glassdoor image about the organisation in social media.

Perception of external branding will be positive if external perception matches employee reality. Perception of external brand could be measured through four main aspects as represented in the following diagram (3.3) namely, talent magnet, talent repellers, false advertising, get the word out.

**Talent magnets** are those organisation perceived as employers of choice externally and attract large talent pool with less cost. Internally, current employees agree that they are benefited working for these organisations. **Talent repellers** are organisations that are not perceived as a good employer both internally and externally. These are employers struggle not only for talent attraction and retention but also on productivity and financial performance. **False advertisers** are employers who have external views positive, but have mismatch with internal reality. This is considered negative for successful Employer Branding. Finally, those employers who do not have external perception positive but current employees of the organisation are highly engaged. Many companies are struggling to get the word out from those engaged workforce who are best external Employer brand marketers.

SOURCE: ORC International

**Diagram 3.3 - External brand measurement**
Effective source of external branding is accomplished through social media like employee testimonials, Instagram and YouTube, social networks like Facebook, Twitter, professional network like LinkedIn, career websites, corporate social responsibility, employee referral from contacts on social media and mobile network are rich source of developing external branding.

SOCIAL MEDIA

Social media has restructured the way employer and employees view themselves in a competitive environment. It is therefore essential to provide a credible view of employers’ existence to the targeted audience. Embossing an employer brand is not just to have a positive visual impact but also to engage top talents in to their brand. This requires support from the organisation to social media on a regular basis to align and deliver it to candidates seeking job. Millennial and Generation Z job seekers are digitally perspicacious and spend several hours a day on social media. Facebook, Twitter, LinkedIn and YouTube are just a few of the channels where potential employees spend their time in learning about the companies they wish to work. A recent campaign by Unilever is a great example of a company taking it one step further. The consumer products giant needed to attract new talent in Northern Africa and the Middle East. For standing out among ambitious students of business, Unilever ran a business competition called 'The Quest'. Teams tested their knowledge in subjects like marketing, finance and logistics, in a series of case-based challenges. Top teams won prizes and Unilever shared photos and rankings through Instagram and Facebook generating visibility and buzz. The result showed a huge jump in applications and unprecedented access to talent.

EMPLOYER BRAND AND SOCIAL MEDIA

Social media is not only becoming more relied with regards to recruitment, it is fast becoming one of the key sources for attracting and sourcing the best suited employees. Bringing social recruiting in to a great place to work has proved strategically important as many successful companies have shared their success stories on how they distinguish themselves from their competitors. Identifying target
talent can lead to a difference in approach of Employer Branding through various social media outlets. For example, a post that offers a high personal insight or approach would more likely be well suited on specific social sites such as Facebook, whereas a professional, business driven article might be a better fit in LinkedIn.

Companies are turning to use social media to raise awareness of how their brand is exclusive by providing transparent images, of what employees enjoy in their organisation, through organisational testimonials. Facebook is the social aspect of its branding with photos of the company’s head-quarters and employees, providing an insight into life at the company. Twitter is focused on regular job posts and updates as well as a ‘human’ interaction by directly responding and retweeting to followers. The career website LinkedIn is very much used for sourcing experienced professionals whereas YouTube is a platform for the company to broadcast employee testimonials.

**CAREER WEBSITES**

Career websites is the predominant channel hub and ‘shop window’ for most employer brands. In its most advanced form it can provide a rich, multimedia ‘brand experience’, alongside association with the organization’s social media channels. If suitably impressed by the employer’s overall credentials, it also enables candidates to search for relevant job vacancies, and deliver a relatively simple application process. Given this kinds of multiple functionality, it is no surprise that career websites are regularly identified as the most preferred source for information on potential employers. Career websites are likely to retain their central role in Employer Branding. Though, they require significant investment to remain relevant.

**YOUTUBE**

YouTube is the second most popular search engine after Google, with over a billion unique monthly visitors, and 6 billion hours of video viewed every month. People generally prefer to hear and see information than read it. Studies of website usage suggest that people gravitate towards video content, and the trend is on the rise. This means that if a career site is text heavy and videos light in engaging
effective potential candidates. It is very likely that video can convey the personality and feel of a potential employer far more effectively than a text-based profile, however well written it may be, and this is precisely what many candidates are looking for. The other important reason for including more video is that it increases the organisations page ranking on Google. According to Forrester, a leading technology research house, videos are 50 times more likely to rank on the first page of Google results than the text. Reflecting the growing use of YouTube as a search engine, Potential Park’s 2014 research revealed that 45% of employers now have a YouTube channel, and a third provide a YouTube connection from their career site.

EMPLOYEE TESTIMONIALS

An employee testimonial is a brief statement of any willing current employee about the organisation and their attachment towards the employer brand. It is here the employee shares their experience in working for the organisation. These testimonials help an organisation to grab potential applicants, as this is direct information from a current employee and considered genuine when shared online.

MOBILE FRIENDLY DESIGN

Internet access is multi-platform for job seeking. Even Smartphone’s are used as a device to look for jobs. The most recent figures from Potential Park suggest that 40% of job seekers in the USA use their mobile for career purposes, 33% in the Europe and 50% in Asia Pacific, with a vast majority of those not currently using their mobile for this purpose claiming they could imagine using it in the future. The most advanced career sites feature is what is known as ‘responsive web design’. Rather than creating a new site for each new device, responsive web design applies a more fluid approach to website architecture. This enables the display to adapt to the screen it is being viewed on. It’s likely to become the standard within the next few years.
SEARCH FRIENDLY CONTENT

Earlier, to visit an organisation's website, jobseekers should have heard positive reviews about the organisation. New perspectives to content marketing are changing the scenario of job search. Software applications like Talent Brew are helping organizations to tag jobs and other forms of desirable candidate content, like images, videos, articles, employee profiles and company news. This is considered far more visible to search engines like Google. Information that helps guide a candidate’s career path can come in many forms and not just in text. This helps potential candidates to find an organisation's career site, even if they are not aware of the organisation or have considered them as a potential employer.

EMPLOYEE REFERRAL

Employee referrals are a rich source used by organisations for hiring candidates. Employee opinion is one of the most reliable and demanded source determining external brand perceptions. The power of employee advocacy or criticism about the workplace is predominantly demonstrated on social media. Similarly, employee referral has been enhanced through sharing job vacancies with social and professional contacts. Referral has consistently topped the US source of hire tables published annually by Career Xroads, and the accompanying analysis suggests that referral is by far the most efficient recruitment channel. Their 2012 data reveals that 1 in 4 hires were filled through company's Employee Referral Programmes (or 'ERPs'), 10% of which were accounted for by alumni referrals. Application to hire on a time basis is also much faster for referrals (29 days on average) than job boards (39 days) and career sites (45 days). In addition to being efficient, research suggests that referral is also one of the most effective channels in terms of the quality and longevity of hires. Two thirds of those participating in JobVite’s 2013 Social Recruiting Survey rated referrals as providing the highest quality hires. Furthermore, the same study indicated that employees hired through referral were twice as likely to be retained for two years or more than employees hired from job boards. This is because referral candidates are thoroughly checked prior to their reference by employees itself. This leads to an increased number in the candidate pool.
PROFESSIONAL NETWORKS

LinkedIn has become a leading player within the recruitment industry over recent years, and continues to expand rapidly. Having passed 200 million members in 200 countries at the beginning of 2013, and 275 million by 2014, it has become a truly global force. JobVite's 2013 recruitment survey revealed 94% of recruiters had used LinkedIn in 2012, compared with 65% for Facebook and 55% for Twitter. The three core value propositions used by LinkedIn to attract members are identity to connect, find and be found of professional profile of hundreds and millions of professionals across the world. This helps professionals utilise their time and resource more productive and successful.

INSTAGRAM

It is online mobile photo-sharing, video-sharing, and social networking services that facilitate its users taking pictures and videos, and share them either publicly or privately on the app, as well as through a variety of other social networking platforms, such as Facebook, Twitter, Tumbler, and Flickr. This creates a path for getting employees involved in the organisations social media strategy apart from providing social proof for their employer brand. Instagram is now a focal point where people find the visual identity of a business on a regular basis.

CORPORATE SOCIAL RESPONSIBILITY

Corporate social responsibility refers to a 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. A corporate can align and attach itself with any of these associations to differentiate it from other employers and image itself as a social responsible organisation. Section 135 of the Companies Act provides the threshold limit for applicability of the CSR to a Company. Every qualifying company requires spending of at least 2% of its average net profit for the immediately preceding 3 financial years on CSR activities.
CAMPUS RECRUITMENT

Universum’s research suggests that digital channels remain important in building consideration and preference among students. But, in-person events, like campus presentations, career fairs and employer sponsored lectures and events, also need conclusion in the overall recruitment mix to ensure effective brand building. A number of key trends over recent years have provided significant changes in employer brand marketing to students. According to the 2012 National Association of Colleges and Employers (NACE) Recruiting Benchmarks survey, the three most important aspects of on-campus recruiting are interaction with Faculty, Career Fairs, and Student Organizations.

INTRINSIC FACTORS OF EMPLOYEE INFLUENCING ORGANISATION REPUTATION

Individual employees and organisations are under enormous pressures to change their expectations of people and in turn their psychological contracts (intrinsic factors). The prevailing environment in organisations has shifted from the state of being bureaucratic towards adhocracy. This involves both the individual and the organisation know their own worth and identity through their target achievement. The explosive growth in access to information across the globe, the Internet, job search sites, and social networking and blogging sites, also allows employees to search and compare jobs and salary packages on a daily basis. Organisations are therefore being forced to become more competitive with their range of employment offerings, flexible remuneration, and benefits packages to the less tangible factors such as the quality of leadership, communication, reputation, development opportunities, a great culture, Safety Health, Environment, Risk and Quality (SHERQ) philosophies, design and layout of corporate offices, and additional perks such as restaurants, gyms, sports facilities, and even crèches. Some executives still believe that while they are still earning the money and companies feel they are paying salaries and have the power to buy and sell talent.
The intrinsic factors of employees are expectations, many of which are unspoken. Employee expectations may include obvious things such as pay, as well as issues such as personal support or development. Organisation expectations may refer to working hard or producing results and subtle expectations such as loyalty or enhancing the reputation of the organisation. Many organisations articulate their expectations indirectly through their websites, recruitment literature and so on describing what they expect from an employee, and what the employee expects from them. Employees for their part get paid as much as the company can afford, join a cosmopolitan atmosphere, and receive training and development, and internal promotion opportunities. Organizations have to change the prosaic mindset that employees’ devotion to their individual families and passions outside the workplace results in a loss of productivity to the employer.

In addition to the employer value proposition and addressing the five great drivers, there is the intangible “feel” and environment of a workplace. The Great Place to Work Institute defines the concept as one in which you, “trust the people you work for, have pride in what you do, and enjoy the people you work with”. Often a lack of connection is experienced between what is “offered” during the recruitment process and what is experienced in the first phase of employment. This leads to dissatisfaction and “buyer’s remorse”, and a tendency to keep one's options open instead of fully getting engaged and committed to the organisation.

Friedman and Greenhaus (2000) noted that, in family-friendly organizations, employees feel less compelled to make trade-offs between work and family, they are more satisfied with their personal growth and development, and they feel they perform well. Work and personal life are complementary to each other.
CONCLUSION

“Try not to become a man of success, but rather try to become a man of value” – Albert Einstein

The “Great Companies to Work For” communicates a value proposition to attract potential employees and retain actual employees. This typically covers all the aspects of a great company including “great company, great roles, great leaders, great rewards, and a great culture”. One of the main strengths of competency-based career ladders is that they create a foundation for the integration of a number of key HR processes. The basis for recruitment and selection, training and development, performance management, career management and rewarding of professionals constitute a key part of any organisation's toolkit needed in the ongoing “war for talent.” Hiring and marketing strategy of every leading employer could be differentiated with its creative identity but they have to realise the importance to stay active to new media opportunities.
MODEL DEVELOPMENT

From a few studies undertaken by renowned scholars on the concept of Employer Branding has helped in deriving a model for this study. The model represents the relationship between High Calibre Employees and their career prospects on the one hand and jobseekers awareness level regarding Employer Branding on the other. The model facilitates the employers' to build their brand strategies in retention and attraction of talents around the globe.

The conceptual model has five constructs. Three of them pertain to internal branding by High Calibre Employees through Employee Value Proposition (EVP), employee engagement and Intrinsic factors of employees. The remaining two external branding comprises of components, creating awareness among employees and jobseekers regarding reputed organisations. All these constructs lead to determination of employer brand as a ‘great place to work’. Internal and external branding are conceptualised as important determinants of employer brand. Internal branding is considered important and the first level impact factor in determining employer brand. In this section the hypothesis tested are used to develop the model. Therefore, change in number sequence had to be made because the data analysis was based on this sequence, but it does not make any difference to the nature of the study.

EMPLOYEE VALUE PROPOSITION AND THE REASON TO BE IN EMPLOYER BRANDED ORGANISATION

The role of Employee Value Proposition in determining employer brand has been well documented by Barrow and Tim Ambler (1996). Trupti A. Karkhanis (2014) has explored various dimensions of recruitment marketing offers that may result in the applicants’ intentions to apply. Result of the study reported employer brand value proposition, company reputation and perceived job characteristics as observed to impact the applicant’s intentions to apply. Corporate Leadership Council (2006) identified the most effective strategies for improving talent attraction and retention through a competitive employment value proposition. Effective management of the EVP can increase the size of the available talent pool,
as well as candidates’ fitness with the organization. Once candidates join the organization, an effective EVP will also improve their effort levels and performance and reduce turnover. Bjorn S. Ivens (2011) study aims to develop the scale for the measurement of employer brand dimensions. These studies established importance of efficient Employee Value Proposition. Hence the following hypothesis is

Hypothesis 2: Employee value proposition is positively related to reason to be in an employer branded organisation as a great place to work.

EMPLOYEE ENGAGEMENT AND THE REASON TO BE IN EMPLOYER BRANDED ORGANISATION

Employee engagement is considered vital in determining the best place to work. Employee engagement is largely influenced by an organisation's EVP which also helps to motivate firms workforce actively engaged in decision making and management process Brain Heger (2007) provided a detailed explanation of development process and measures of success applied by benchmark participants of Coca-cola Hellenics explains the positive correlation between employee brand management and employee engagement. Employer brand management may represent a significant opportunity to enhance overall levels of internal engagement and external reputation. According to Kunerth, B., & Mosley, R. (2011) 'Best Company To Work For' (BCTWF) with a view toward improved business performance depict that Employer Branding and employee engagement showed a positive relation to BCTWF ranking, while applicant attraction has no relation to awareness of BCTWF. Telfer, Alexis (2008) identified drivers of employee engagement, approaches for measuring employee engagement, strategies and models used by organisations for engaging employees and building a strong employer brand. The study concluded that large size organisation give importance to employee engagement than smaller organization. These studies established importance of efficient employee engagement. Hence the following hypothesis is

Hypothesis 3: Employee engagement is positively related to reason to be in an employer branded organisation as a great place to work.
INTRINSIC FACTORS OF EMPLOYEES AND REASON TO BE IN EMPLOYER BRANDED ORGANISATION

Understanding the concept of Employer Branding, employee branding and employee attitude of pharmaceutical sales industry indicates the significant role played by a positive attitude of employees in promoting brand commitment, brand loyalty and on-brand behaviour. Bhavna R Shetty & Rajashree Gujarathi (2013) identified that physical and psychological factors on satisfaction of Employer Branding have positive impact over employer brand satisfaction. Age, marital status do not have any impact over employer brand satisfaction Mehdi Keramatpour, M. Omidvari, Mohammad Reza Sadoughi (2013) observed that employees social interest, developmental and economic values in the order of priority, affect the employer brand. Pim Hertogs (2011) refers to the positive relationship between perceived brand strength on organizational identification, psychological contract violation and turnover intention and a significant negative relationship between organizational identification. Perceived brand strength is particularly important at the beginning of an employment relationship, while turnover intention marks the beginning of the end of the employment relationship. These studies established the influence of intrinsic factors of an employee on Employer Branding. Hence the following hypothesis is

Hypothesis 4: Intrinsic factor of employees is positively related to reasons to be in an employer branded organisation as a great place to work.

EXTERNAL BRANDING

Best-In-Class performance organisations are sharing several common characteristics in an organisation. This includes, close collaboration between hiring managers and recruiters, usage of the corporate website as a tool for showcasing the organisation's culture and job opportunities. Aberdeen Group (2008) elucidate that social networking websites help an employee to have a clear picture of what he requires to know about his job and thus solves problem and matches the expectation of the employers with employee skills. Data security also plays a vital role in maintaining the confidential aspects about the candidate and also the employer.
Malte Martensen, Kathrin Borgmann, Markus Bick (2011) clearly explains that knowledge of the job seeker, belief in the employer image will attract talent pool. Transparency in the organisation's activities during organizational entry will lower the “reality shock” and turnover intention. Daniel M. Cable and Daniel B. Turban (2001), represent that early recruitment-related activities indirectly related to intentions to apply for the job. Word-of-mouth publicity, sponsorships, recruitment advertising were particularly strong in creating employer brand image. Christopher J. Cynthia Kay Stevens (2002), found that active job seekers at the Queensland university of technology declare that image of the organisation plays a vital role in talent attraction. Nalalie Emmarose (2006) analysed impact of employer brand equity towards effective talent recruitment in telecommunication companies of Pakistan. Result of the study implies that educational institutions having a partial mediating role between employer brand equity and effective talent recruitment. Fresh graduates do not have any prioritised image of their employer in their minds, indicating unawareness. Amara Hussain Baloch and Sajid Hussain Awan (2011) studied the perception of the university students about Employer Branding and different ways through which employers hire and manage the future talent. Awareness among the students plays an important role in identifying their assured career prospects. Laura Eronen (2012) enumerates that the size of the organisation does not affect the selection of the employer of choice but the dimensions of Employer Branding does and varies from one organisation to that of the other Hence the following hypothesis

**Hypothesis 1:** Awareness level of High Calibre Employees is positively related to reason to be in an employer branded organisation as a great place to work.

**Hypothesis 5:** Awareness level of Jobseekers is positively related to reasons to join an employer branded organisation as a great place to work.
CONCEPTUAL MODEL

CHART 3.1 - CHART SHOWING CONCEPTUAL MODEL FOR HIGH CALIBRE EMPLOYEES

A) HIGH CALIBRE EMPLOYEES

INTERNAL BRANDING         EXTERNAL BRANDING

Employee Value Proposition
Employee engagement and efficiency
Intrinsic factors of employees

Reason to be in EB organisation as great place to work

Data Collected from High Calibre Employees (Internal)

Data Collected From High Calibre Employees (External)

H2(+)
H3(+)
H4(+)
H1(+)

Awareness level of employees regarding EB organisations

Reason to be in EB organisation as great place to work

Data Collected from High Calibre Employees (Internal)

Data Collected From High Calibre Employees (External)
CONCEPTUAL MODEL

CHART 3.2 - CHART SHOWING CONCEPTUAL MODEL FOR JOB SEEKERS

B) JOB SEEKERS

EXTERNAL BRANDING

<table>
<thead>
<tr>
<th>Awareness level of jobseekers regarding Employer Branded organisations</th>
<th>Reason to join EB organisation as great place to work</th>
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<tbody>
<tr>
<td>H5(+)</td>
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DATA COLLECTED FROM JOBSEEKERS (EXTERNAL)