CHAPTER- I
INTRODUCTION

This chapter will present the background for the study with an aim to represent an extensive idea about the selected topic. The chapter commences with detailed information regarding evolution, introduction and importance of the selected topic and intends to explain the rationale of the topic selected. The chapter ends with the brief description of the scheme of chapters included in the thesis.

1.1 Prologue

Globalization is almost two decades old now. Its impact can be seen on business ideas that have been generated, products and services that have been marketed and strategies that have been practiced by organization throughout the world. Competition within and between organization has brought sea changes in the ways business is being managed by managers and understood by academicians and researchers. Now in the present context managers and academicians require to balance technology and people which has made adaption essential for employees, employers and all stake holders. Manpower group (2013) highlighted that almost 60% of the organization in India perceived that they are unable to match right people with right jobs as they lack the required talent and skills to perform a job.

1.2 Skill Shortage Investigations Carried Out Globally

A talent shortage survey conducted by manpower group (2011) revealed a list of ten countries which are facing severe talent shortages. For the purpose of the study 40000 employees working in different organization across 39 countries were selected.

According to the report one among every third approximately (34%) employer is facing difficulties in recruiting right talent. The list says that Switzerland is in the
tenth position where 46% of the organization is facing difficulties in recruiting the right talent. Ninth position in the list is acquired by Turkey where 48% of employers are experiencing problem in recruiting skilled workers in their organization. In Argentina, 51% of the employers are facing a difficulty of scarcity of skilled talent. Another 22% of employers say the applicant lacks the desired technical skills required for jobs. And other 15% of employers say that the candidate lacks primary business knowledge and formal qualifications required for employability. Seventh in the list is United States where 52% of the employer believe that potential employees do not have skills required for the job and they are in urgent need of skilled workers to run their working smoothly and support their business strategy.

According to the study, Romania is in the sixth position in the list where 53% of the employer is having trouble in filling their job position due to scarcity of right talent required for the job. Further, the report says three fourth of the employers globally are citing that they are facing difficulty in recruiting right talent because they lack primary basic knowledge and experience required for their employability. The study also reveals that 54% of Australian employers and Taiwan employers experience difficulty in employing right talent due to talent shortage in the labor market and are in the fourth and fifth position in the list.

The top three countries in the where the employer are facing high scarcity of skilled talents need a total amendment in their education system so that the students can have basic knowledge required for employability are Japan (80%), India (67%) and Brazil (957%).

1.3 Skill Shortage Survey in Indian Context

In Today’s era, Human Resource has gained a terrific importance in the corporate world and manpower is being considered as a real asset for any organization. Every business entity is well versed with the fact that no matter they have latest
technologies, latest machines or innovative services to provide, everything is a dissipate until and unless they have skilled manpower to operate it. Shortage of talent has evolved has situation of dismay for almost all the business entities globally.

To understand the need of skilled worker and reasons for their scarcity in India a gigantic combined study was carried out by PeopleStrong, Wheebox and Confederation of Indian Industry (CII India partner) entitled “The India Skill Report 2014”. For the purpose of the study 100000 students across 27 states, 7 union territories and more than 100 business entities across 10 major sectors like Manufacturing, Retail, Infrastructure, ITES/IT, BFSI etc. Which are in need skilled and talented work force were selected. Although being the first edition the report is important enough to explain the scenario of talent and skilled workforce in India. The report says that with a population of 1.3 billion and about 60% of the people in the working age India will evolve as an ocean of workforce by 2020.

India in near future will a hub for manpower in demographic dividend which according to researcher will not only fulfill the demand of working population for itself but will be a major market for human resources for all corporate players operating worldwide. But the major area of concern lies in the fact that quality is much more important than quantity of the workforce, every organization demands a skilled workforce to operate its working smoothly rather than to just increase the headcount.

The report further says although India is having a huge workforce but without necessary skills and talent required for employability and if the present situation continues to exist there will be skill gap of 75-80% across various industries.
Fig- 1: REQUIREMENT OF DIFFERENT SKILL SETS IN 2022

SOURCE: AICTE
Indian organizations especially banking organizations operating in India are facing the wide spread changes brought by globalization. Indian financial sector which was once operating in closed door are now open to face the challenges of global completion. The public sector banks whose sole responsibility was to lend money to public with an assent towards socialism with little or no profit and customer orientation is now struggling hard to be more people and profit centric in its operation. The private sector banks on the other hand have made banking in India more difficult by educating the customers bringing more technology centered services in the market. IBA-FICCI-BCG (2013) in their recent survey have highlighted that the banking sector in India will become the third largest in the world by the year 2025 with its targeted asset base of USD 28,500 billion due to its exponential growth rate. Business line (2013) highlighted that 47% of graduates in India are unemployed as they lack the right set of skills that are required to find a job in job market.

Further Rishi (2013) opined that the quality of manpower which is hired by business organization determines the business results of those organizations. Therefore it has become increasingly essential for Banks in India to restructure their human resource policy and attract and retain the manpower with right set of skills to match their pace with the growing banking industry. The job of an HR business manager in present perspective has become increasingly important. They are required to attract right talent, develop and retain them in their respective organizations.

Researchers and academicians all over the globe have tried to identify the factors that influence a potential candidate to join an organization and continue to be part of organization for a long period of time. Randstand (2012) has identified 17 factors namely: (i) Long –term job security (ii) Financially healthy Competitive salary & employee benefits (iii) Interesting job content (iv) Pleasant work atmosphere (v) Good work life balance (vi) Career progression opportunities (vii) Flexible working (viii) Conveniently located (ix) Good training (x) Strong management (xi) International/Global career opportunities (xii) Quality products/services (xiii) Strong image/strong values (xiv) Diversity
management (xvi) Concerned with environment &society (xvii) Uses latest technologies. Further Economic Times (2013) highlighted nine people practices that can be followed by managers in organizations to make it a best place to work namely (i) Hiring and welcoming (ii) inspiring (iii) speaking (iv) listening and collaborating (v) thanking (vi) developing (vii) caring (viii) celebrating and (ix) sharing. Bhattacharya & Malhotra (2013) defined a great place to work where you trust the people you work for, take pride in what you do and the company of people you work with.

Branding of products and companies has been a common marketing phenomenon for companies. In the recent era companies are realizing the importance of branding itself as employers in the job market as well. This activity is termed as Employer Branding. Peoples Matter and Monster.com (2013) explained the importance of employer branding by specifying which indicate that 60% organization say that understanding of talent attraction factor is essential to develop their EVP, where employment branding can act as a factor.

52% of organization are planning to conduct an assessment of factors that will attract the talent pool. 59% believe that they need to require to sharpen their recruitment efforts. 62% organization does not have a formal brand promotion campaign. 55% of organization does not have a plan to launch an employer brand campaign in 2013. 56% of employees in India believe that they leave their current organization and advance to better organization.

1.4 History of Branding

Brands and branding had been always remained a subject of curiosity among academicians and business entities. The concept of branding has found to be evolved thousands of years ago. According to Keller (1996) in early 1300 BC branding was used to distinguish Chinese pottery, Roman lamps and Egyptians arts. However the modern concept of branding originated and became as essence of business for marketing its product after Second World War. The traces of
literature about brands and branding says that, the concept of branding was used in early stages by an English chemist Josiah Wedgwood and the French fashion designer Rose Bertin (Burk 1996, de Paola 1985), Whereas, the beginning of the 18-th century can be identified as the age of development of theories and procedures in branding basically in England and France.

Towards the end of the 1800s Procter & Gamble became the first company to practice the concept of branding for marketing their Ivory soap and succeeded in establishing their soap as a national brand (The Wall Street Journal, 2008).

Since then branding has been evolved out has out as one of significant weapon used for differentiation and winning a competitive advantage over others. Branding is not a short time effort rather it is a long term marketing strategy. According to Mortensen (2010) branding is a long term marketing strategy and a leadership tool that can be applied to different departments. Branding is heavily
commercialized and has become one of the efficient factor for success in the business world. This study aims to witness the evolution of contemporary branding concepts and theories and then its application to organization.

1.4.1 Branding in 1950s -1990s scenario

During the period of early fifties the branding was not a buzz creating topic among the corporate players. Rather it acted as a hindrance in selling of the products. According to HampfA& Lindberg K (2011) In USA the Robinson-Patman Act (formerly the Clayton Act) imposed legislative impediment for business entities on placing different prices for similar product. Thus it was easier to sell non branding products with high price. This created an uncertainty among the companies to adopt branding as strategy to market their products and whether customers are concerned about the brands while buying any product.

Further the study carried out by Marquardt et al. (1965) explained that branding plays a significant role in customer buying behavior, According to their study 75% of the customer were brand aware and were keen to buy branded products whereas only 25% of the customers were concerned to the price of the product rather than the brand. Further a new concept evolved during this time known as brand loyalty.

Cunningham (1956) laid emphasis on this concept and revealed that about 90% of the customers were very particular about the brands while buying the household products. One more concept related to brand originated during (1950s) popularly known as brand personality. Martineau (1958) through his experiment proved that if a product of similar quality and price in available in two different stores, the customers will prefer one of the store over other which has pleasing personality compared to the other.

He further told that same is the case for brand personality as well. Although companies have started thinking about branding but it was during 70s and 80s
when the concept of branding was applied in abundance in marketing practices (Moore & Reid 2008). During 80s another important concept related to brand originated namely brand equity, this concept was mainly concerned with measurement of strength of the brand. According to Kim, Kim & An (2003), brand equity has three main perspectives.

(1) The financial perspective.
(2) The consumer-based perspective.
(3) The combined perspective.

Simon and Sullivan (1993) were the researchers who gave the mathematical formula for calculating brand equity.

**1.4.2 Branding in 21st century**

The significance of branding grew like anything among corporate player was during this period. Twenty first century can be witnessed as a period of brand wars almost every business entity started investing in building brands as future investment. All the contemporary concepts related to brand such as brand identity, brand image, relationship branding etc boomed during this period. Relationship branding emerged out as one of the important marketing strategy in 21st century. According to Gummesson (2002) relationship not occurs only between individuals but also between in intangible items such as signs, symbols reputation etc.

He further explains that although relationship between the customer and any company with regards to its product can be uncongenial yet important in branding since it creates the image of the company. Kapferer (2008) also advocated the importance of relationship branding and also demonstrated branding also involve emotional attachment and proposes loyalty.
1.5 Brand Identity

In today’s world of terrific competition the application of brand identity has emerged out as one of the imperative marketing concept. Brand identity concept actually demonstrates the component of the brand which needs to revitalize so that brand can be effectual Kapferer (2008). According to Aker (1996) Brand identity is “a unique Set of brand associations that the brand strategist aspires to create or maintain. These associations represent what the brand stands for and imply a promise to customers from the organization members.” Kotler and Keller (2006) explained the importance of brand identity by demonstrating that success of the brand identity strategy implies the total connection of customers with the company. Brands and different variables of brand have played a significant role in winning a competitive edge over competitors.

![Brand Evolution Timeline](http://wikid.eu/index.php/Brand)

Fig 1.3 Source-http://wikid.eu/index.php/Brand
1.6 Latest Trends in HUMAN RESOURCE MANAGEMENT

Researches highlight that concepts and practices have undergone widespread changes over a period of time. These alterations have been prompted and fueled by changes present in internal and external environment. The concepts and practices are overshadowing each other as the prevalent boundaries have ceased to exist and have resulted in merger of concepts and practices for more effectiveness.

In present context the concepts of marketing are working in alignment with the concepts of marketing to manage the most valuable resource of organization aptly termed as the human resource. The practices of marketing which was restricted to product and service offerings are now extending their purview and including the organization and its identity in diverse fields. The enterprises are not mere artificial persons which were engaged in producing value for an ongoing period rather they show different entity for different purposes. Now the organizations are characterized as employer, service providers and socially responsible entities as well.

The organizations are now using its manpower as a strategic differentiating factor in the market. Therefore, attraction and retention of manpower has become an immortal challenge for HR professional in any organization. Attraction and retention of manpower with desired skill has become a distant dream which can be achieved by new evolving concepts like Employer Branding. The organizations must devote their efforts in creating a distinct identity in the minds of present and future employer different from competition as an employer of repute. (Kotler, Keller et al. 2009) and (Foster, Punjaisri et al. 2010).

In his research on employee attraction and retention Mosley (2007) opined that practices like branding an employer is related with strengthening the belief of present and potential human resources regarding the symbolic and functional benefits related with joining an organization and making efforts to match these beliefs with reality at the time of evaluation.
The conceptualization of employer branding deals with internal branding done by the organization for its employees and external branding done for its potential employees. Internal and external branding details the usage of media for portraying the benefits of choosing and staying with an employer.

### 1.6.1 INTERNAL MARKETING

Kotler and Keller et al. (2009) discussed the term internal marketing in 1970. However, it was Berry (1981) who further broadened its scope and extended the concept to human resources and highlighted that internal marketing is communication directed to employees by the company. His research indicated that internal marketing is usage of promotion mix directed and applied with reasoning and practicality towards the general population in totality and individual client in specific ways to maintain and develop an image for organization. Internal marketing aims at developing employees who will fulfill the organizational goals by performing the most ideal work. Internal marketing is undertaken with the concept of establishing psychological contract with the employees who believe in the unwritten code that the organization while making efforts to attain its goals will make conscious efforts to help the employees attain their individual objectives as well.

Ambler and Barrow (1996) states that “*employers do not provide employee benefits altruistically any more than they provide products to customers purely for customer satisfaction*’ (Ambler, Barrow 1996, p. 191).

The concept of employer branding is based on the premise that employer and employee have a symbiotic relationship where both coexist to help each other in attaining what they need and want to survive for a definitive time period where they achieve mutual goals. Employer branding is fruitful in developing an ongoing enhancing inspiration amongst employees to stay with their employer for a longer period of time with a strong sense of organization commitment and engagement.
Historically internal marketing was used a tool to highlight the efforts of marketing department and marketing professionals to other departments while coordinating and developing their individual efforts for achieving a common goal. Kotler (1994) indicated that internal marketing is a conscious effort of employees directed towards understanding what they want as a team and eventually as an individual.

Internal marketing must be treated as a fore step of all promotional activities where a conscious effort should be made by an organization to involve its employees in all the endeavors made towards achieving the organizational goals by communicating their role in fulfilling the strategic intent.

![Figure 1.4 Relationship between Company, Employee and Customers](image)

*Source: (Kotler 1994)*

The composition of internal and external marketing involves the process of communicating with the trilogy of organizational existence namely employees, customers and company itself by using all the interactive media used in the process of interactive marketing.

The foundation of Service Marketing was based on the fundamental of service mix which highlighted the importance of people in the process of service marketing. People were the representative of service firms which were delivering intangible offerings. Rafiq and Ahmad (2000) studied the historical evolution of internal marketing and divided its developmental phase in three distant stages. The preliminary which began in 1970 had inclination towards employee
motivation and engagement. Internal marketing was undertaken by organizations to develop well defined channels of communication to involve the employees with proper information sharing. George (1977) further strengthened by the conviction that only satisfied employees can be instrumental for delivering customer satisfaction. Further satisfied customer will show loyalty towards the organization in form of repeat purchases there by helping the organization achieve their short term and long term targets.

The first stage believed that employees are ambassadors of companies who portray what the organizations believes in and is working towards achieving in distant future. The role of employees and their contribution led to the development of concepts of employer branding and researchers like Ewing, Pitt et al. (2002), Mosley (2000), Foster, Punjaisri et al. (2010) indicated that varied jobs were not merely understood with the help of analysis, description and specification rather by the individuals who were doing that job. The second stage of internal marketing which began in late 1980's and early 1990's shifted its horizon from employees to customers. The second stage was dedicated towards developing employees who would act as a source of attracting new customers and retaining old customers by applying both pull and push strategy supported by the organization. The third stage of internal marketing has become more extensive as it has empowered the employees with all traditional and new media of promotion to attract and retain the customers as a representative of company through maximum information sharing. In the above light Ahmad (2000) provided an extensive definition of internal marketing and stated that internal marketing is based on following essential characteristics:

(i) It is a planned effort undertaken by organization
(ii) It aims at managing the change process by empowering employees.
(iii) The empowered employees are trained and developed to deliver customer satisfaction for fulfilling organizational goals.

Further Pitt et al (2002) indicated that organizations now believe that only motivated employees can deliver customer satisfaction which will lead to
fulfillment of organizational goals which will support the fulfillment of individual employee goals.

The fundamentals of internal marketing are governed by the concepts of branding where a distinct image is being crafted in the minds of employees by the organization regarding their importance in the organization and its future progression. Mosley (2007) highlighted the concept of internal marketing and indicated that good client servicing is a result of developed interaction between the people and process of organization implemented after understanding of employer and employee relationships. The employees are performing the boundary function for an organization where the artificial person company is being provided humanistic characteristics by the process of internal branding through the element of human resources.

Further Boyd and Sutherland (2006) indicated that employees and customers are correlated with one another and they serve as means to end for fulfilling the mutual interest of one another in simple and complex situations.

1.6.2 EMPLOYEE BRANDING

Employee branding is the marketing phenomenon which is an old concept being reinvented with the changing importance of human element in management. Miles and Mangold (2004) recommend that employee branding goes beyond the purview of internal marketing which was directed towards using the organizational inputs to motivate and maintain employees for delivery of customer satisfaction in an organization. In present scenario the concept of employee branding believes in treating employees as an individual who have distinct knowledge skill and ability to collaborate with organization to draw meaningful results which goes beyond customer servicing.

The process of employee branding is a distinct process which encompasses a series of activities to be carried out by the HR department of an organization. The initial activity begins with designing a meaningful message through the use of well defined symbols and words by the HR department that needs to be
communicated through both formal and informal channel for better dissemination to all employees simplifying their worth for the organization.

The second component of employee branding begins with coordinating a series of activities which will help the employee understand the approach of management towards his/her individual growth in the organization aligning it with the organization goals in a cohesive manner. The outcome of these activities will strengthen the psychological contract between the employer and employee thereby developing their positive organizational perception.

The positive perception of organization in the minds of employees minimizes their resistance to all future changes and develops a strong employee commitment indicated through lower attrition rates, high productivity, increased morale and more fruitful results due to improved operational efficiency.

Further employee branding draws a cohesive picture for the clients which enables them to understand the effectiveness of a satisfied customer in terms of better service quality on the part of organization. This association will result in satisfaction of almost all stakeholders.

The activities of employee branding can flourish in organization which are able to develop a strong organizational culture highlighted by elements of openness, trust, autonomy, collaboration, empathy and authenticity of all processes and practices.

Furthermore, the organization must make such a culture and maintain it for continuous results. An effective cultural setting ensures that an employee understands the strategic intent of the organization and is aware of the role that is required to be played by him/her in the achievement of this vision of the promoter of the organization.

1.6.3 EMPLOYER BRANDING

The sequential development of concept of employer brand began with the beginning of internal marketing and was strengthened by employee marketing in a larger context. Nonetheless, for conceptual development the term ‘Employer
Branding’ encompasses the operational elements of both internal marketing as well as employee marketing. The concept of internal marketing highlights that a company offers employment to present and potential customers, therefore employment opportunities available with a company can be treated as products in the job market. Furthermore Backhaus and Tikoo (2004) indicated that organizations make valid investments on human resources as they provide necessary skill set to organizations to perform activities which will help them earn wealth in the markets for distributing it to stakeholder. The present theory necessitates the investment made by organization in human resource management as it not only fulfills individual requirement rather it is instrumental in adjusting the organizational requirements with changes in the external environment.

Richard Mosley was the first to use the concept of Employer Brand in early 90s. He was first to attract the attention of scholars and managers towards organization’s reputation as an employer and its impact in attracting and retaining talents. In general perspective Employer Branding is a process of creating the reputation of any organization as a great place to work with, in the minds of job seekers as well as current employees in the organization. The long term strategies of Employer branding is concerned with the attraction of suitable manpower and retention of existing employees in any organization. Various scholars have given various definitions on Employer Branding from time to time. Ambler & Barrow (1996) indicated that employer branding is the image drawn by present and potential employees with respect to functional, economic, and psychological benefits related with an employer and distinct from the competitor. Further Sullivan, (2004) made an attempt to define Employer branding as a targeted long term strategy to manage awareness and perceptions of employees, potential employees and related stakeholders with regards to a particular firm

Backhaus and Tikoo (2004) suggested that employer branding is an conscious effort made by the employers to differentiate themselves in the job market by highlighting the specific set of benefits provided by them in comparison to competitors and communicating it through external and internal media. Gaddam,
(2008) highlighted that employer branding believes in coordinating internal and external sources of communication for attracting and retaining employees.

The Chartered Institute of Personnel and Development (CIPD) (2010) suggests the following definition for employer branding: “...a set of attributes and qualities – often intangible - that makes an organisation distinctive, promises a particular kind of employment experience, and appeals to those people who will thrive and perform best in its culture”.

In the present era a human capital differentiates an organization from another organization. The companies are making conscious effort to match the correct employees with the correct job. The right talent set is limited in the job market. Therefore the organizations have to make serious efforts to establish itself as an employer of choice in the market. The employment is provided to right skill set and the job market has abundant number of players which are ready to pay financial as well as non financial benefits to a right candidate in the scarce talent market. Therefore it has become essential for companies to coordinate the internal as well external communication to manage the important challenge posed by environment in the form of attraction of right candidate and retention of right talent. The concept of internal marketing helps the organization to continuously inform the employees regarding their value in the organization thereby increasing their commitment towards the organization and increasing retention. Further the role of employee branding is to clearly specify the job specification and employment benefits to the potential employees so that they can chose the employer of choice by matching their own skill set with the organizational requirement and decreasing the hiring cost.

Engelund and Buchhave (2009) indicated that the process of employer branding is basically to fold. The initial process begins with identify characteristics of company as an employer in terms of symbolic, economic and psychological benefits. Further the process aims at providing the details regarding the bundle of benefits related with a specific job opportunity which can be communicated through an employment offer. The HR manager needs to make conscious efforts
to differentiate the corporate identity with the employer identity and highlight specifically the benefits of choosing the company as an employer.

The company needs to understand the details it needs to publish in the employment offer in the external and internal media to establish itself as the employer of choice for present as well as potential employees. The internal and external communication must include messages that will help the receiver in understanding the benefits in a systematic way and in taking decisions which will lead to right employer and employee matching.

The work environment is continuously facing alterations forced by changes in the external environment. Further the skill set required by companies also change with the changing environment thereby forcing the HR managers to alter the job analysis, job descriptions and job specifications in lieu of changing employment requirement, employees' desires, market demands and technological advancements. This is upheld by Martin (2009) indicated that the changing and adaptable hierarchical characters according to the needs of environment will ensure development of balanced employer brand.

An employer brand is not simply a sign, symbol or character that can be attached to an employer rather it is a work experience that is developed through strong experience and association which is spelled for the existing and potential employees by their predecessors highlighting the opportunities of growth in terms of monetary and non-monetary benefits.

The Conference Board (2001) suggested that employer branding is attraction and retention exercise which is directed towards explain the job benefits to all employees whether present or potential. It highlights following issues:

- The encoding of message must be done in such a manner that the message is understood by the receiver in the same sense as it communicated by the sender. Therefore employment benefits must be clearly stated to avoid barrier to communication
- Further the brand benefits must be revisited and communicated again and again in lieu of changes posed by environment.
Further Backhaus and Tikoo (2004) characterizes that employer brand in addition to monetary and non-monetary benefits must also try to gain social approval by associating the brand with benefits like gender equality and work life balance.

1.6.4 Benefits of Employer Branding to Organisations

Employer branding can be categorised in two different ways namely (i) Internal Employer Brand (ii) External Employer Brand. Internal Employer Brand helps in retaining Employees and External Employee brands help in attracting the right talent pool.

Figure 1.5: Strong Positive Employer Brand

Figure 2 indicates that strong employer brand will be formed only when the firm is clear about the value a firm is interested in offering its present and potential employees which needs to be communicated through both the external and internal media clarifying the internal marketing and employee branding essentials related with the process of employer branding.

Sarthak (2013) indicated that companies need to undertake the brand building exercise to generate the benefits related with a managed employer brand. His study indicated that companies in job market need to develop and manage employer brands for two extremes namely when the human resources are actively seeking work and when the human resources are not actively seeking work. A well-managed employer brand can help the organizations in sourcing more than 60% of employees available in the job market. Further an organization with unmanaged employer brands are able to source only 40% of talent available in the job market.
1.7 EMPLOYER BRANDING- THE NEXUS OF HR & MARKETING

1.7.1 Marketing Aspects of Employer Branding.

Researchers like Ewing, Pitt et al. (2002), Backhaus, Tikoo(2004), Mosley (2007), Moroko, Uncles (2008), Engelund, Buchhave(2009) indicated that employer branding is a marriage of marketing concepts with operational HR practices.

Engelund and Buchhave (2009) indicated in their study that job market is competitive and complex for organizations as all the organizations are interested in seeking the scarce talent pool available in the supply restricted market. Therefore, the organizations need to actively utilize the push strategy by providing distinct employment benefits to its employees and retain them in organization. Further the organizations need to extensively use pull strategy by applying all the elements of promotion mix to attract the new talents which match their manpower requirement. Backhaus and Tikoo (2004) indicated that for a better an operational employer brand the companies must use all the strategies similar with product and corporate branding to establish itself as an employer of choice.

In the words of Lloyd (2002) employer branding will be successful when the beliefs of present and potential employee matches with the evaluation of benefits related with choosing an employer. Mosley (2007) opined that branding is a continuous exercise which relies on active involvement on part of the companies to define and redefine their employment benefits and convey it to the present and potential employees through varied media. In any case, Martin (2009) opined that the periodic matching of employment benefits must be done with the expectations of human capital available in the job market as the factors that motivate an employee to perform or join an organization changes with the changing hierarchy of needs.
Employer brand epitomizes the organization as an employer in front of present and potential employees characterizing the uniqueness of its job offering in comparison to the competitors. The organization need to apply the segmenting targeting and positioning exercises with a fundamental marketing approach so that it reaches the targeted employees.

Ewing et al. (2002) indicated that all branding exercises in marketing arena is directed towards the present or potential customer who will buy the product or service offerings of a company. Similarly the employer branding initiatives are also driven with the motto of retaining the existing employee and attracting the new talent base. Lloyd (2002) concluded that the nexus of internal and external communication will help in generating the desired results.

Moroko and Uncles (2008) indicated the importance of brand awareness. Their study indicated that branding exercises support brand awareness amongst the target audience. Product branding and corporate branding crave for individual identity similarly employer brand also drams of distinct employer brand identity.

Backhaus and Tikoo (2004) indicated that the phenomenon of employer branding uses the concept of differentiation related with unique selling preposition to distinguish itself from competitors on the basis of unique benefits that is related with employment with the said employer.

Further the corporate brand and product brand are compared on the basis of distinct attributes that are part of brand association of a select corporate or product offering. Sometimes these attributes are distinct and have singular association but many a times these attributes are associated with many corporate or product brands. Similarly the employer brands are generally comparable but are correlated with offerings of many employers. Thus, making it difficult to draw exact comparisons on the basis of instrumental and symbolic factors related with a employer brand.

Martin (2009) opined that the talent requirement differs from one position to another. Their study indicated that a particular job must be studied with respect to the relative importance it has in comparison to other jobs. The practice of job analysis should be made an essential activity while designing the employer brand.
The comparative job study enables the employer to design a distinct economical, social and psychological benefit related with a job which helps in framing a better employer brand.

Ironically the study of Martin (2009) draws serious questions to the fact that all employees are an asset to an organization and the value of work of all employees need to given due importance irrespective of the relative importance. Therefore, the HR managers need to be very cautious while designing the employer brand so that the relative importance and dignity of all the work is carefully maintained and highlighted.

The existing conclusions related with researchers carried out by the varied and diverse concept of employer branding highlights that the promotion mix elements must highlight the concept of employer brand must be developed as a long run strategy. Corporate and product brands are divided in sub sections to cater to different needs arising with time and situations. Similarly the concept of employer brand must also be divided into sub sections highlighting different themes related with employer brand attributes.

Berry (1981) highlighted that market research can play an important role in the development of employer brand. The tool of marketing research is used to collect primary and secondary data related with a marketing problem to draw useful suggestions. Similarly the tool of marketing research can be used to collect primary and secondary data related with the needs, wants and demands of various sections of employees so that the organization can determine and understand the factors that make an employer attractive in the job market.

Further the studies of Uncles and Moroko, (2005) ,Mangold, (2004); Ambler and Barrow, (1996) highlights that the concept of employer branding can be considered as a marketing phenomenon as well. The process of marketing is a social process where a group of buyers and sellers interact to exchange things of value with one another. Similarly the process of employer branding helps in the interaction of group of potential employer and employees along with existing employer and employees to interact with one another to exchange skills and abilities with an employment offer. The framework of employer branding helps
an individual to match their individual aspirations with the organizational offering which not only helps them in choosing an employer for monetary benefits but also helps them to gain psychological satisfaction of making a correct judgment.

### 1.7.2 HRM Aspects of Employer Branding

Martin (2009) opined that the conceptual framework of employer branding was drawn to assist the HR manager in finding suitable candidates who can match the job profiles offered by their organization in addition to ensuring and confirming the employee perception that they are associated with a valuable employer. The concept of employer branding is instrumental in developing psychological contract between the employer and employee and ensuring that they are associated with the employer who understands their needs and wants as an individual also.

The psychological contract is developed between the present or potential worker and the organization. Brooks (2006) and Jorgensen(2005) related psychological contract with the unwritten promise that takes place between two parties who believe that they are existing to work together to achieve a common goal while fulfilling their individual aspirations too. Employer brand understands the concept of psychological contract and draws a premise which helps in defining the perceptions related with employer brand.
Figure 3 indicated that there exists an HRM conceptualisation to the phenomenon of employer brand. An employer brand is highlighted through Symbolic and instrumental personality characteristics which helps in developing organisational identity which is distinct from competitors and is self-expressive and enforcing in the minds of its subjects. The organisational identity helps in developing a psychological contract between the employer and the present and potential employees by describing the transactional, ideological and relational attributes related with the employer. The compliance of psychological contact develops the existing employment reputation for a corporate to be expressed to employer and both categories of employee.

Communication is an important parameter that enforces any agreement in totality. Psychological contracts are an unwritten promise which draws an employee towards an employer and ensure their long term relationship. The employer must try to communicate their responsibility as part of contractual agreement through
their policies and practices. Communication draws conformity which helps in strengthening the psychological contract. Therefore, the practices and policies must be aligned with the image portrayed by the employer brand.

As indicated by Rousseau (2001) each individual employee is distinct from another. The uniqueness of human behavior makes the work of HR manager more and more difficult. The HR manager needs to understand individual aspirations and align it with organizational policies so that the employees can see and visualize their future with the organization. The policies must be general in application and specific in understanding. Rousseau (2001) proposes that few things can impact the psychological contract of the person as found in Figure below.

**Figure 1.7 Factors affecting Psychological Contract**

![Diagram showing factors affecting psychological contract](Source-Rousseau 2001)

There are two parties related with psychological contract are firms and individual employee. The firm is governed by available resources, legitimate constraints and societal responsibilities. Resource availability helps in drawing the market power guided by demand and supply interaction. Legal framework defines and draws principles for operations and societal constraints are driven by social
responsible for the responsibilities of enterprises. Individual employees and employing firms have their own unwritten expectations which they table with one another during various interactions and negotiations and lead to formation of psychological contract.

Mangold and Miles (2007) indicated that the HR impressions of employer Brand are based on three principles namely (i) the perception of employer (ii) perception of employee and (iii) the mirroring of perception of both the parties and matching them with one another. The existence of psychological contract draws a premise for understanding and believing in the functioning of unwritten promises that the parties coexist for mutual benefits.

Mitchell (2002) additionally contends that when individuals understand and share the feelings related with psychological contract and conveyed through employer brand than the organizations are able to operate optimally and efficiently managing to develop the long range profits.

Another method for deciphering inspiration by means of employer branding is touched upon by researchers like Forret et al. (1998), Brooks (2009) and Sinding et al. (2011) who indicated that the potential and present employees favor the organizations which have the abilities to undertake more risk to generate more valiant results. The present and potential employees understand that a dynamic organization can give more anticipated results than a static organization.

Researchers indicate that measurable attributes like remuneration and experience attributes like the workplace, and the sort of work describes an employment offer better in comparison to non-measurable and inexperienced parameters. Therefore the employer brand must clearly explain the employment benefits for better association and comparison.

Berthon, Ewing et al. (2005) highlighted the parameters which influence an individual to stay with an organization. The attributes like intrigue estimation of the organization, which alludes to the degree of energizing workplace, novel work practices and utilization of imagination the business gives to an individual. Further elements like definition of work place, financial benefits related with
employment and the quality of work life motivates an employee to select an employer of choice.

The HR view point of employer branding deals with supporting the estimation and arrangement of human capital requirement. (Backhaus and Tikoo, 2004; Backhaus, 2004). The selection of human capital and their stay with the organization ensures the generation of profits with high levels of increased proposed organization effectiveness brought through communication of employer brand. (Miles and Mangold, 2004; Backhaus and Tikoo, 2004; Ewing et al, 2002; Priem and Butler, 2001) Further employer brands spell the organizational commitment in supporting the fulfillment of individual needs while defining their existence in organization from recruitment to retirement. (Coff, 1997)

Employer branding is directed towards generating the Employer employee fit to ensure enhanced productivity. (Uncles and Moroko, 2005) Secondly, employer brands draw organizational commitment and employee engagement as result of understanding the employer branding. Thirdly, psychological contract develops an understanding between the employer and employee to work towards a common goal. (Backhaus and Tikoo, 2004)

1.7.3 INTEGRATED POINT OF VIEW

Most authors advocate to both perspectives and contend that the both aspect of Management HR & Marketing contribute towards building a strong Employer Brand (Ambler and Barrow, 1996) For instance, Ambler and Barrow (1996) demonstrated, a strong employer brand induces positive image, reliability, and trust among the organization's workers. This means higher levels of client service, which upgrades the company's associations with its clients expanding the importance Customer perception for the organization. In the interim customers who have experienced high class service will probably offer positive feedback, and their input strengthens employee’s ' perception toward the firm. (Miles and Mangold, 2004)
Uncles and Moroko (2005) extend this contention to the enlistment of new employees. The advocated that the organization should select skilled employees, who can deliver the promised service experience to the customers bolstering the customer brand image of the organization making the organization more trustable and will also aid in establishing or improving its reputation among both internal and external stakeholder. The reputation build then helps draw in and hold the best workers, who will be needed to partake in and be related with the organization's prosperity. Therefore, these two aspects of management (HR & Marketing) are corresponding, as well as crucial to make a prudent circle in employer branding process.

1.7.4 Five Ways to Create a Successful Partnership between HR and Marketing

(https://www.emotivebrand.com/hr-and-marketing/)

1. Assign a Manager.

Elucidating responsibility is vital. There is no better steward of an Employer Brand than the CEO, however considering someone from existing Leadership group with involvement of the key partners, budget plan, and taking the initiative to the end goal won't occur without an assigned chief from either the HR or Marketing department.

2. Mapping Employer brand to the corporate brand.

Regardless of the possibility that the arranging corporate brand may look obsolete or needs significance but establishment of the Employer Brand needs continuous efforts else it confounding to employees and the commercial center. The resource for corporate brand can be utilized for establishing employer brand also, Corporate brand has a brand guarantee, can be utilized as USP. The validness of the Employer Brand relies on upon HR and Marketing cooperation to make a representative portray the attribute of the organization the that is consistent with the brand.
3. **Commitment from all participating Stakeholders**

Getting the stakeholders work imperatively putting all their resources in employer brand is a tough task. It's likewise essential for every pioneer to comprehend the range of the Employer Brand as a key influencer of your brand's picture and reputation. Administration needs full support from the beginning. This in advance work will help organization and its marketing team move rapidly with arrangement and see the work completely through.

4. **BUILT an ALLIANCE.**

Once you have your employer branding methodology set up and bolster from the key partners, it will require advocates from both marketing and HR to reveal the business mark. Appallingly, there's no "launch" catch for your manager image. To have the greatest effect, it will require a group devoted to the venture who have dependably been a piece of the voyage.

Marketers know how to drive and measure group of onlookers engagement, make drawing in encounters, support crowds, and recount a story that keeps individuals intrigued and drawn in over a drawn out stretch of time. What's more, the drive don't simply require the marketing executives on board, it requires the entire group.

5. **Motive should be Prominent & Well well-known.**

Employer Brand should be established in importance and reason with a specific end goal to candidly interface with and effectively enlist and hold the kind of ability most appropriate for the business.

HR comprehends what is important to employees however Marketing knows how to catch their consideration, legitimately prevail upon them with reason driven messages, and make profitable brand encounters at each touch point. Whenever HR and Marketing team up on an employer brand procedure together, they guarantee that the organization satisfies its promise and executes it consistently.
1.7.5 COLLABORATION WINS

HR and Marketing are not used to working together on key activities, particularly those determined by HR. Be that as it may, not connecting with marketing in the venture can be a deadly mix-up. Marketing claims the brand and they should be brought along on the voyage. Marketing will add value being made a request to take an interest and HR will spare time and by getting them required from the begin.

Top Talent have their selection of organizations to work for. Access to data and opportunity has quickened another Employer Brand run book where organizations are constantly figuring out how to adjust the contracting, maintenance, engagement procedure, and practices for achievement. By planning these endeavors with HR and Marketing, Business will receive the rewards as far as the ability you draw in and how well they "fit" into the organization.

Comparison between Product and Employer Branding

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<th>Employer Branding</th>
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<td>To establish any product as best in the market</td>
<td>To attract the best skilled labor force available in the job market and to check attrition of working employees</td>
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<tr>
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<td>Recruitment and selection advertising External and internal Communication Benchmarking</td>
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Table 1.1 Source – Different Studies
1.8 INDIAN BANKING INDUSTRY

1.8.1 Introduction

The banks in India are developing quick and are likewise thought to be the one area which will pick up much more prominent development openings in future. With the developing rivalry in the saving money area Indian banks have been seeking after worldwide techniques in order to rival worldwide banks which have changed the Banking business condition in India.

The Reserve bank has played an exceptionally critical part in keeping the Banking Industry up and running. It has likewise been overseeing the approaches and practices of the Indian banks to stay aware of the worldwide market strategies. It is exceptionally lifting to realize that Indian Banks have understood the significance of corporate administration strategies and practices. The offer holders and financial specialists have known about the same. This has brought every one of the associations to consolidate corporate administration arrangements in their reports. These practices are unquestionably giving a prospect to the associations to reliably work towards quality execution (Dr. Y. Venugopal Reddy, Governor, RBI 2004).

Each associations working in any nation should fuse certain level of local business strategies and rehearses and should incorporate local HR also. This will go with some alteration in the HRM procedure of the associations to stay aware of the social contrasts (Ruth and John 2004). The associations which neglect to change viably according to the business advertise necessity won't have the capacity to accept open doors accessible. The money related divisions as of late in the vast majority of the economies have been hit by retreat, the business condition is changing quick and for the economies to create and cultivate they will have to keep their monetary area prepared to confront the difficulties. Any nation with delicate money related framework won't have the capacity to coordinate the development and long haul objectives couldn't be accomplished (Mckinsey report 2010).
Additionally extensively detailed after with respect to HRM in the Indian saving money framework: Indian banks should assemble a solid association condition which can meet the rising requests of the partners inner and outer. These open associations should redesign their operational limit, business promoting, overseeing hazard and changing over into general association execution. To accomplish such goals it is likewise vital for these associations to build up their human resource and make them able to confront the testing economic situations. Private organizations should investigate their inner capability and collect solid expertise set to sustain their value. In the Indian banking industry the nearness of the private area has made an incredible arrangement of contrasts in the acts of the business itself. The new presentation of number of associations has additionally made an aggressive situation.

Taking lessons from the worldwide organizations private banks have been modernizing their arrangements and rehearses and created further to serve differing populace from urban, semi urban districts to rustic areas too. Indian private banks have additionally actualized acquisitions as a basic approach to develop and extend the business. These associations have been endeavoring hard to create and furthermore draw in gifted pioneers to accomplish edge in the dynamic business condition.

The passage of foreign associations in the Indian banking industry has made the business condition exceptionally powerful and more aggressive. This has made the general population and private banks to receive flighty methods for maintaining the business. The remote organizations are enthused about esteem based strategies and practices which has constrained the Indian banks additionally to improve their exercises furthermore, adjust to the evolving hones. The administration arrangements, the structure and procedures connected by the outside organizations is affecting the clients as well as affected to an extraordinary arrangement to the representative market which has at last makes troublesome for the nearby association in holding also, pulling in ability.

Indian Banking Industry is separated in four unique verticals, yet the review concentrates on commercial banks; consequently Public, Private and the outside
banks would be looked into upon for the information to think about. The beneath diagram demonstrates the budgetary framework structure in India.

1.8.2 Indian Banking Industry- A Road Map

The financial sector in India is ceaselessly developing and developing at a quick rate. The most recent decade has seen a noteworthy move in the working of the budgetary firms in India. It has created from conventional capacities to modernized procedures; innovative advancement has inspired the guidelines of Indian Banks. The development covers from routine business to purchaser well-suited administrations. It has developed forceful step by step; the aggressive way of the business has overwhelmed the vital system. After all the change the Indian banks confront the challenge from the worldwide firms.

The sector of worldwide firms has presented new arrangements of practices which the Indian firms need to adjust quickly to keep the pace with the changing business condition. The representatives in the Indian firms are met with the new desires which at times is makes it troublesome for the representatives to alter. The worker impervious to change to the new strategies and practices as the new execution level to be accomplished. Representative disappointment and low inspiration may bring about losing significant human resource and generally banking business in light of connection amongst customer and the staff the steadfast clients could likewise be lost.

The Indian banking associations are confronting the test to hold their human resource at pretty much all levels as the contenders are prepared to enlist the ability and make an edge. Gigantic exertion is taken with a specific end goal to conquer this circumstance by the top administration of the association (Goyal and Joshi, 2012).

Banking Industry assumes an extraordinary part in keeping up financial reliability and not only that can likewise support the development rate of the nation. Banks are the life blood of any nation, they keep the cash rolling and channelizing to the genuinely necessary areas for development and advancement. Henceforth in
request to keep up the security of the monetary organizations RBI needs to create useful arrangements to build up the monetary division and accomplish a consistent and climbing financial situation (Rajput et al, 2013).

Banking involves a standout amongst the most imperative positions in the present day business world. It is important for exchange and industry as well as for the individual, societal and improvement of the nation. All the more all the creating economies are reliant on their Banking Industry framework for practical development and improvement.

The presence of the banks could be followed from the precise beginning of the humanity. It has been regularly advancing from bargain exchange to cash trade. Today the cutting edge Banking Industry is driven by the need of the business, society and the financial matters of the nation. The change from the conventional approaches to the present day methods for saving money was important to oblige the changing and perpetually developing need of organizations and people. The principle purpose behind change being the mechanical upheaval, Technological improvement, inventive organizations methodologies, globalization of organizations and the requirement for advancement have been significantly in charge of the development in the banking system.

Bank work in nutshell "tolerating, with the end goal of loaning or speculation of stores of cash from people in general, repayable on request or generally and pull back capable by checks, draft, what's more, request or something else." An association being an individual substance, banks are the people required in budgetary exercises, for example, keeping cash and advance the same to different people.

As the cash saved in the banks has a place with the general population with due care the keeping money firms are administered by the legislature of the nation itself. Banks help people and corporate working with the required money related support. They give security to general society cash and channelize it to diverse organizations and furthermore give administrations, for example, keeping up money related help and resources overseeing offers to their buyers.
Banks in India are presently all set to assume bigger part in the worldwide business by extending their exercises to the following level. Indian banks are quickly developing their product offering and have as of now been contributing enormously to the development and improvement of the nation's economy. Because of opening up of the economy it was in fact a noteworthy necessity to compliment and advantage of the financial changes to toughen and structure the money related framework above all the keeping money framework for long haul sustenance (Talwar 2001).

Keeping banking industry being the foundation of any economy winning it is imperative for it to develop what's more, create for improvement of individual and state. Banks are urgent in activating reserves while going about as a delegates and building up the money related market. It takes into account all the money related reliance of corporate by creating value and brand advertise. It additionally helps in empowering and channelizing the family unit reserve funds by dealing with the hazard and security of the stores while putting resources into the organizations. The route in which the banking is completed has developed over the timeframe. The banks have left the customary methods for operations and work and acknowledged present day methods for doing organizations, tolerating challenges and making new open doors.

Prior it was just about stores and loaning banks have been broadening into numerous business openings. Banks characterized: In India the meaning of Banking Industryis given by keeping money direction surrounded in 1949. The Banking Industrylaw represents the working of the banks in India.

1.8.3 Evolution of Banking Industry: Historical Point Of View

The primary bank to be setup when India was known as Hindustan might have been "Bank of Hindustan" in the year 1870. This was the start of the Banking Industry framework in India and it has been advancing since at that point. In the year 1876 the establishment of present day saving money was laid by building up three administration banks, Bank of Calcutta, Bombay, and Madras. These three
banks were consolidated together to shape one in the year 1921 and named as an Imperial bank of India. The capacities performed by this bank were constrained to routine saving money capacities barring of exchange remote trade. In the year 1934 RBI Act was passed and it was named as a main bank. Till then it had less of government impact and proprietorship. In the year 1949 a Banking Industry law was passed which brought RBI underneath the specialist of the legislature. Presently the RBI held the ability to administer and permit the Banking Industry business in the nation. In the year 1955, the royal banks were brought under the domain of Reserve Bank of India. They were named as State bank of India. Additionally extending the saving money framework, the state bank of India begun to control the banks shaped in the states then and were made total auxiliary of SBI. In the proper way the keeping banking industry has advanced and private and remote players entered the business, they framed the distinctive segments of banks in India (Goyal and Joshi, 2012). In the year 1960, the humble performing banks were coercively converged with the high performing banks under the request of RBI. By then of time in each of the 566 (1951) banks worked in India, and in the wake of converging of banks the number accounted was 85 (1969).

In the year 1969, July there were 14 banks which were nationalized, and in the year 1980 more 6 banks were brought under the domain of RBI. This nationalization of the banks was believed to be critical for making a stage for nation's financial development. Narsimham council was framed in 1992, to recommend measures to direct and control the working and development of the banks in India. Understanding the significance of banks for financial development the legislature began appreciating cheering the development of banks. Promotion for better arrangement and control of saving money framework there was requirement for adjusted financial approaches and arranging. This brought about improvement of vast number of branches activation of family unit reserve funds raising the general sparing rates and speculation proportion of the economy. Amid 1990 the significant changes occurred to fortify the Banking Industry arrangement of the nation. The attention was on applying control over banks, operational productivity, creating stores what's more, making it accessible.
to farming and its united segments, creating foundation and innovation making aggressive conditions. Thus different measures were embraced to enhance the effectiveness of keeping money framework.

1.8.4 Commercial Banks

A commercial bank is a benefit making business foundation. It is a monetary foundation managing in cash while tolerating stores from open and loaning it as a credit. Henceforth it acknowledges stores from the general population with the end goal of the wellbeing of individual’s cash and makes credits out of it by making advances to the organizations and destitute people. Thus it works as a reserve mobilizer; by doing this it helps pivot of cash in the monetary framework and putting it to better utilize.

1.8.4.1 Working of Commercial Banking Framework

The business Banking Industry in India has been included in providing food the monetary needs of the organizations and person. However the strengthening modernization and globalization the terms of saving money have changed fundamentally. The primary elements of business banks isolated into 3 classes:

- Payment framework
- Financial intermediation
- Financial administrations

With the globalization the opposition among banks has expanded today there are nationalized/ private/outside Banks working in India. There is a wide assortment of money related administrations the banks have been giving:

- Term loaning
- NBFC
Indian banking industry is partitioned into Commercial and Cooperative banks. The review is based on business banks situated in India. The business banks are additionally partitioned into Scheduled also, Unscheduled banks. Planned banks are shaped under the RBI Act. There are some community banks which are planned banks and not all the community banks.

Indian saving banking industry is additionally partitioned into three divisions they are as taking after:

- Public bank
- Private bank
- Foreign bank

Indian Banking Industry is developing quickly. The passage of outside and private organizations has made a focused condition in the Banking Industry. This kind of condition was not accessible in the beginning of the Banking Industry. These private and multinational firms absolutely mean business. They have changed the way Banking Industry worked before. The innovative up degree, client administration is viewed as a chance to pick up market. Pretty much all the open firms and private firms are confronting the issue because of progress in arrangements and practices.

Remote firms with their created practices, innovation and concentrate on the client, representative administration approaches are exceedingly viable and effective in directing business. This has represented a danger to the Indian association i.e. to change their old practices and grow new and move forward their procedure adequacy or else they lose the clients and additionally the workers to the rivalry and at last they lose hold of the business. Albeit Indian firms adapting to the circumstance have performed well (Dwivedi and Charyulu 2011)
1.8.5 Human Resource Management in Indian Banks

In any nation, its Banking Industry assumes an imperative part in creating monetary structure. Banks as an association is dependable to pick up degrees of profitability as well as need to perform well as a caretaker of open riches. On the off chance that there is any slip in the strategies and practices won't just influence the gainfulness additionally the numerous others too.

In order to safe monitor the general population cash the Banking Industry administration arrangements are exceptionally basic; consequently the banks are to a great degree directed in India. After the mechanical insurgency, Indian banking industry has moreover been to some degree changed, many changes were initiated seeing the expanded rivalry also, ability of the banks. The Banking Industry has experienced a lot of progress; prior open banks would capacity to give plain administration and are currently contending intense with the private and global firms. They have been inventive and imaginative in their approach and quick received new business hones and are posturing intense rivalry to the private and worldwide firms (Bihari, 2012).

The progressions are not recently found in the purchaser related arrangements and practices additionally in worker administration too. The human resource is additionally been given due significance. They are thought to be the most imperative connection between the clients and the association and at last the authoritative execution. With a specific end goal to deal with the business and the hazard included here is gigantic prerequisite of gifted and proficient workers. These workers are rare and the accessible are anything but difficult to lose to the contenders’ whether they are not tended to. Banking Industry business is about making a picture with aggressive strategies and genuine and reasonable administration.

It is basic for association to understand the significance of purchaser fulfillment, being an administration industry the purchaser mentality is exceptionally unpredictable. In the event that the desires are not met they may move to various specialist organization. Indian or so far as that is concerned any client searches
for an incentive to their cash, dependability of the association as cash is specifically included, imaginative methodologies of the association in making riches for the clients, mindful towards society and so on are the zones of essentialness to work the business productively. Promote it requires individuals who hold above standards and convictions nearly in perspectives and practices who can lead the association (Dr. K. C. Chakrabarty, Deputy Senator, RBI, 2012).

1.8.6 Human Resource Crunch

Large number of retirements are expected in next couple of years with more than 1 Lakh representatives in Public Sector Banks (Executives, Officers and Clerks) getting resigned between 2010–15. This additional with the numbers in different banks (private, agreeable and so on.) would make an immense ability smash over the Banking Industry area. Thus it is essential for the Banks to concentrate on creation, maintenance and development of the Bank's representatives. Our article on HR in this thought initiative talks in incredible insights about most recent HR devices for building up a developed and cutting edge HR division for the Bank. Indian saving banking industry has come a long way from dreary manual preparing to rearranged and proficient innovation driven handling. From taking after customary Banking Industry practices to receiving innovation intensely, banks have changed the way they work.

Notwithstanding, even today, attributable to serious rivalry in Indian Banking Industry, business banks are under considerable weight to further change the routes in which they work together. The advancement in innovation conveys altogether untouched approaches to meet the desire of the current business condition (Conclave 2012 KPMG India Analysis). It is watched the representatives in the general population firms were of significantly higher age than those in the private firms, the distinction being colossal around 10 – 15 years and that's only the tip of the iceberg. There have been more than a couple issues
the business faces with respect to the keeping up proficient and gifted representative in the association.

There has been a space in the limit accessible and the limit required by the business. The quantity of retirement has additionally added to the weight to fill the space made, it was expected to the VRS plot available to workers. The innovative improvement has included to the weight i.e. there is requirement for advancement and preparing of existing representatives and procuring new gifted staff. It has been discovered troublesome for the representatives numerous a times to adapt to new hoisted desires additionally coordinating the nature of efficiency with the opposition.

Advanclly, it was recommended to general society firms to think employing new individuals as well as concentrate on building up the current workers, making a reasonable inward condition to bolster better execution, and attempt and take into account the representative desires too. This will help association to hold their staff and furthermore perform reliably over the long haul (Dr Ramakrishna FICCI-IBA 2009).

The Indian associations have understood the significance of human resource as a vital resource contributing towards hierarchical execution. The capacities, learning and aptitudes of the representatives can give more noteworthy viability as far as better quality administrations to the customer, imaginative item improvement and at last the monetary execution of the firm. The representatives are the person who set up the limit and aggressiveness of the association. The associations need to comprehend that any old or new innovation could be embraced or created; the speculation could be raised through various source albeit essential to the association working however to accomplish an aggressive edge they need to center and create unprecedented, incomparable resource i.e. the human resource of the association. As a matter of first importance point of the association must be joining of strategies and practices which empower execution. They need to adjust the operational methodology to the hierarchical system. HRM strategies and practices are to be adjusted deliberately to make an
interrelated workplace. This will help construct a submitted and faithful worker base (S.F.ChandraSekhar).

The associations attempt to pick up duty of the representatives. It is the human resource hones which help them to accomplish such goal. It helps creating association culture which is accepted and trusted by all. The earth in which they work is helpful for create and develop their abilities. To enhance the ability of the representatives taking after regions could be secured:

- Technical abilities which are particular to a vocation.
- Behavioral abilities which cover attributes like inspiration, judgment, versatility, and activity as well as bland aptitudes like correspondence, group working, and self-administration.
- Business mindfulness which incorporates more extensive information identifying with the association, its key items, contenders, and so forth.
- IT aptitudes which incorporate comprehension and misuse of IT frameworks to improve business execution.
- Risk administration abilities which identify with the distinguishing proof of hazard and moderation thereof.

With the above scenery on HR administration, a portion of the HR related issues which have extraordinary noteworthiness and which should be tended to as a major aspect of the system to accomplish ideal use of labor are talked about. (Ranjana Kumar (CMD, Indian Bank) 2003)

The deficiency of gifted and competent workforce is regular issue confronted by banks and pretty much every one of the ventures. Skilled and able human resource is rare, thus there emerges need to give careful consideration to such a rare resource. Human resource has the limit to affect the authoritative execution emphatically or else, everything relies on upon the way the association deals with its workforce.

There are many capacities performed by the human resource of the association, it is proposed that every one of them ought to be deliberately adjusted and each of the action performed under HRM and each arrangement and practice has a few or the other effect on the worker's execution and by and large it influences the
hierarchical execution. In the banks the workers are the one which associates the association and the buyers specifically. They require due consideration concerning their development and improvement. This is a key test confronted by association. These issues could be orchestrated in taking after way:

- Planning
- Acquiring the perfect individuals
- Retaining/Developing the general population
- Managing individuals division/exit

(Dr. K. C. Chakrabarty, Deputy Governor, RBI, 2012)

Any worker enters an association with a few desires. These desires may not just be financial responsibility of the employment additionally thankfulness, pride of commitment to authoritative objectives, development and advancement, vertical ascent and so on the association can make a structure and inside condition which can oblige these desire. By doing this association makes unambiguous their commitment towards representative. This will help assemble trust and confidence in the hierarchical framework, association will have the capacity to impart the vision to the workers and cooperate towards accomplishment of the same.

Associations ought to endeavor arrange and create representative professional success connected with development and improvement of authoritative advancement (Ranjana Kumar (CMD, Indian Bank) 2003). It is said by the premiers of the business that the Indian banking industry is good to go to confront furious rivalry locally and internationally.

The chances of the Indian market and the security appeared by Indian Banking Industry framework in late emergencies are adequate to draw in worldwide firms to expand in Indian market. The Indian client needs and desires are rising quick too and the association which can take into account them will have the capacity to survive and sustain for long. Likewise the representatives of the association hold the way to authoritative execution. It is the aptitudes, capacity what's more, information of the representatives help association hold and pull in new clients and convey the magnificence.
Pretty much every association is confronting inconvenience staying aware of the prerequisite of the labor with the coveted qualities. Encourage there would be antagonistic condition because of lack and gradualness of the staffing procedure (K V Kamath (MD and CEO, ICICI Bank) 2003)

Each Indian association has comprehended the significance of executing HR forms. This has made them receive new arrangements and practices with respect to human resource administration. They made a place for HR division in the structure too yet at the same time they are working as a work force administration division. Having a nearby take a gander at the present practices it is anything but difficult to presume that one can't envision by when the organizations will move their standpoint towards HRM hones.

The worldwide firms have been receiving key HRM hones our organizations are battling to actualize HRM systems (S Kohli (CMD, Punjab National Bank) 2003). In a report by FICCI (2010) it is said that the Indian firms have understood the significance of the human resource as a wellspring of aggressive edge. The formative measures taken by the association for the workers construct trust among representatives and are a powerful measure to hold and draw in capable representatives. This perspective has made association grow such approaches and hones which are coordinated towards expertise advancement consistently. Each association has a dream, and to accomplish the vision of the association the missions are set however to accomplish these vision and mission of the association inside ability to perform is required advertisement that originates from suitable upkeep and advancement of human resource. It is the roused and submitted workers help association accomplish their objectives and goals.

Associations don't begin performing without real exertion. It is a steady procedure of capably surrounded methodologies, strategies and works on understanding inward ability of the association. There are diverse sorts of workers some actually capable, some having less ability. Associations ought to search for building up the larger part which performs might be underneath the best level. It is the administration which needs to step up in order to build up the structure and inside condition which is most great for the improvement of the
workers. This requires high level of exertion than negligible preparing action. Human resource of the association is one resource which if put resources into appropriately will prompt effective association. It is the main resource which acknowledges with the experience picked up and time contributed. Consequently it is the responsibility of the administration pioneers to redesign the representative's capacities every now and then (Sharma and Mehlawat, 2011).

The Banking Industry faces requesting rivalry not just for the offer in the shopper showcase additionally in the representative market. As it is imperative to hold current association ability and not lose to the contenders, it is likewise vital to continue expanding the present level of ability in the association i.e. drawing in potential worker. Indian open banks have been lacking expectations to enhance their HRM technique.

The change is going on in light of the raised level of rivalry because of section of more up to date banks in the business (FICCI 2010). Over and above inward rivalry all banks required to clear a path for various approaches. The test is from their rival's banks as well as from non-banking budgetary organization Dy. Representative RBI Shri V. Leeladhar in his discourse, said in regards to the changed working of the banks in India because of progress in innovation. The client association and conduct with the banks has likewise been advancing.

In this changing business condition it is fundamental for the association to create inside ability. So as to accomplish hierarchical objectives and goal they should create procedures to hold and draw in best staff, fabricate limits, sustain resource and create them to bring important changes to accomplish the vision and vital objectives. A report distributed by Mckinsey on a review led on Indian banks expressed that Indian banks will have given careful consideration on Recruitment, individual’s advancement, and maintenance of worker. The review inspected three drivers of authoritative execution: arrangement, execution, and restoration. Four human capital drivers recognized, to be specific staffing, well-disposed condition, unambiguous correspondence, clearness of specialist and obligation, and additionally their firmspecific exercises that highly affect execution (Molina and Ortega 2002)
Previous Governor, RBI, Dr. Bimal Jalan has appropriately called attention to "Capital and innovation are replicable yet not the human resource which should be seen as significant resource for accomplishment of upper hand". HRM is one road for some drives were actualized for streamlining saving money operations (Mellacheruvu and Krishnamacharyulu 2008).

Additionally to ideally use the HR it is critical for the banks to build up a culture adjusted to the business techniques to use openings that win in the market. The HRM rehearses ought to additionally advance the association culture among workers understanding its business significance; HR ought to likewise create arrangements such that it adjusts singular objectives and objective with the association objectives.

Arrangement here shows shared comprehension of where association is going, what is the reason and system is, and how strong its inward condition is, including society and connections, to help representatives accomplish its general vision furthermore, goals. Solid arrangement is one of the key properties of a compelling association (FICCI 2010). In an association the inward condition of the association with its kin strategy has an extraordinary effect on the viability in execution of any procedure in the association. Moreover, HR strategies are critical in outlining and portraying of the authoritative condition. (Anil Kumar Singh, 2010).

As indicated by a survey by FICCI, Indian banks all Public, private and outside are face comparable challenges on the HR front of which the most vital of all is trouble in contracting the qualified adolescents taken after by poaching talented staff, high steady loss rate, and high staff cost overheads.

1.8.7 HR issues and threat sector wise:

Until now, PSU banks which are an overwhelming power in the Indian keeping money framework have needed a proactive HR condition. Be that as it may, much has changed with the opening of different segments also, expanded rivalry from more current banks in the framework.
Banks are progressively starting to perceive Human resources as a conceivable region of center capability, and try to seek after and hold the best ability in the business. There is an acknowledgment that ability improvement is critical for staff maintenance and the nature of labor, and all respondents to our study had set up an arrangement of nonstop proficient learning.

A couple of respondents were patching up their preparation procedures and accentuation is being laid on hard and also delicate aptitudes. Banks are quick to tie up with outer preparing organizations for in-house preparing. Some have even reserved in top colleges and business colleges to help them in their drive, while others have their own staff universities for preparing workers.

Our overview demonstrates that 81.25% feel that the current financial circumstance is indeed worthwhile for them, as it furnishes them with access to quality labor. 62.50% of banks in our study likewise feel that they have adequate self-governance to offer alluring motivating force bundles to representatives to guarantee their dedication levels.

We likewise requested that members rank significant HR threats confronted by their association (Fig. 1.8) on a size of 1-4 (with 1 being the best risk).
Fig 1.8 Public sector Banks – HRM threats

(Source FICCI 2010)

Fig 1.9 PRIVATE & FOREIGN BANKS – HR THREAT (Source FICCI 2010)
Therefore, overall, we see that Public Sector Banks, Private Sector Banks and Foreign Banks see trouble in employing very qualified employees as their greatest HR danger in front of high staff cost overheads, poaching of talented quality staff and high steady loss rates.

In the review directed by FICCI 2010 where the journalists from Public, Private and Remote Banks with respect to the profoundly dreaded/confronted HR danger have been comparable. Open banks confronting the danger of procuring qualified capable youths was evaluated to start with, second being the upkeep cost of the representatives, third being steady loss losing prepared workers to the contenders and fourth rank being poaching of gifted staff from the contenders'.

Essentially the Private and the Foreign Banks confronting same HR dangers at various levels because of their high monetary limit the cost overheads being of most minimal rank however procuring of qualified youthful ability is the primary positioned danger like PSU banks, trailed by the poaching of talented staff and after that by the steady loss rate.

As indicated by a review pretty much all the universal Banking Industry foundations and a couple of private Banking associations have performed then other and for the most part open banks as far as profitability and better practices (Shirail 2011).

Additionally a review expressed that the representatives in the private and worldwide establishments explained higher satisfaction with the angle, for example, advancement and learning when contrasted with general society establishments. Each worker goes for this part of having a profoundly developing and compensating profession joined by learning and advancement (Shrivastava and Purang 2009).

One might say that private associations and universal association appear to perform better with their arrangements and practices when contrasted with the general population banks. It is likely in light of the fact that these associations are efficiency situated and a large portion of them have execution connected to their pay, learning and advancement. (The exceptionally positioned issue being the
employing of youthful ability staff and the whittling down and the venture addresses the issues i.e. Maintenance and Hiring of potential.)

Indian open division banks have been confronting various difficulties as far back as the business was opened up for private and global players. Social Banking Industry hones taken after by open area banks subsequent to nationalization have brought about expanded nonperforming resources, diminished profitability and process proficiency. Privatization of keeping money area constrained open area banks to take up genuine measures for enhancing gainfulness and productivity of operations.

Human Resource Management is the range where numerous activities were executed for streamlining keeping money operations. In this paper HRM challenges confronted by open part banks are dissected and recommendations made by the specialists in the field are outlined (Mellacheruvu and Krishnamacharyulu 2008).

Openly organizations there is very nearly 3/fourth of the aggregate populace utilized in the Indian Banking Industry. The hazard confronted by these associations is that there will be close around 55% of the retirement in the coming ten years. Numerous senior experts have passed on their worries and additionally proposed this is the best time for reevaluating the hierarchical structure and interior condition and change it according to the dynamism of the business condition.

Basically in the private area, overseeing worker whittling down is one of the significant issues that banks are confronting today. Indeed, even open segment banks today require crisp and brighter ability (called the 'Gen- Y') to satisfy the ability crevice that should be presented by the retirement of about 55 percent of staff in the following decade all things considered hole can't be supplanted just through interior advancements.

A few driving organizations are utilizing propelled workforce investigation helped by innovation to recognize workers who are potential 'resignees'. They investigate past and current representative information running from execution
evaluations, proficient connections, pay levels to even individual's day by day making a trip time to office (Conclave 2012 KPMG in India Analysis)...

An advisory group was framed in the year 2010, expressed after measures for banks:

- Building capacities for the future – enhancing the nature of labor, nature of chiefs and nature of authority
- Improving profitability and execution culture
- Building ability administration rehearses
- Retention methodology for key workers because of likely open doors in Private Sector Banks
- Developing possession, responsibility, professionalization and institutional component for supported human capital administration
- Building progression for key basic and administration positions

It is imperative to see, how the working environment is sorted out effects the efficiency of specialists. Watchful outline of association can give the correct establishments to an abnormal state of engagement and efficiency in the workforce. Be that as it may, changes in association ought to be made simply after watchful idea. Authoritative changes are not effortlessly reversible, on the grounds that these make due in the view of individuals. Recognitions take a great deal longer than reality to change. The efficiency study has highlighted five regions of hierarchical intercession that can goad higher efficiency in Indian banks.

The key issue in fund and HR is not about cost lessening but rather ability and capacity improvement to actualize best–in–class execution estimation frameworks and HR practices to enhance worker efficiency. Considering current levels of underinvestment, many banks will advantage by increasing their HR and fund groups with master aptitudes (Tripathi and Bharat Poddar 2011).

Public Sector Banks’ (PUB) capacity to convey relies on upon stream–lining HR. The HR challenge confronting general society division are most extreme than at any other time. The cost to the organization per workers exceeds the private area in year 2010. With four many years of heritage to defeat, the arrangement does
not lie in dazzle appropriation of HR practices from the private division. It requires cognizant exertion towards utilizing blend of inspiration apparatuses. The activities are:

- Sound ability enlistment: PUBs have misused profitability upgrade for development so far, however now they have to accept new ability in substantial numbers to look after development. Enlistment apparatus is required to pull in ability (as against assess candidates) and to hold them through very much arranged on-boarding programs. Banks additionally need to unequivocally handle the era hole.

- Responsive Performance Management System (PMS): PUB social frameworks are most certainly not prepared for an ordinary PMS that is predicated on high separation between people. On the off chance that a PMS is not touchy to the social setting, it will have a negative effect. Banks must begin with sound target setting, gather based impetus frameworks, appraiser preparing, and HR handle teach.

- Comprehensive progression arranging and vocation administration: Technology ought to be used to advance situations and keep up the expertise stock of the association. Individuals should be moved to vocation tracks that suit their fitness and the association's needs. Vocation boards of trustees ought to be set up to examine individuals' professions.

- Structural change in cost: New HR practices ought to be used to decrease representative offer of aggregate expenses.

- Empower senior and center chiefs: It is the absolute most imperative lever to revive HR. Individuals begin practicing their power just over a base basic number of levers of energy. Banks must enhance parts, empower individuals with administration preparing, and draw in the whole frameworks to take up this change as their own.

- Substantial re-skilling is required at each level for the banks to move from dominatorily back office parts to transcendently deals and administration parts. Banks need to make "virtual colleges" with an extremely assorted scope of projects for each level in progressive system round the year.
Motivate non officials: This framework, which contains the greater part of staff and is more youthful in normal age, should be invigorated with appropriate engagement intercessions and impetus programs.

Structured Change Management: HR divisions require new innovation and abilities. Best administration must start by testing their own particular outlook.

The Boston Consulting Group, Inc. 2010. Thus to keep the association all around aggressive business condition, the test is to merge with the International Financial System would oblige banks to overhaul framework counting data innovation and human resource (Mohua Roy, RBI 2011) There is a need to uphold worldwide finest practices;

Organizations ought to understand the significance of HR and ought to be dealt with as an advantage. An authoritative culture that encourages put stock in, openness reasonableness and what is suggested in institutional financial matters as a 'security of desires', goes a long path in representative fulfillment and a friendly air at the working environment. This thus pulls in and hold ability.

Associations comprehend the significance of making a situation positive to accomplishment of destinations of both the representatives and the association. The exertion is been placed into create systems which can take into account the need of great importance and additionally unravel future issues relating to the human resource. Associations require rousing and creating individuals as an individual and group in order to accomplish authoritative execution. The association should expand on their enthusiastic insight to conquer the present issues relating to conduct and responsibility of the representatives (Shri V. Leeladhar, Deputy Governor, Reserve Bank of India).

Association to create needs to build up its capacity of its resource. Human resource is the main resource which can enhance its viability and proficiency over the timeframe (S C GUPTA Chairman and Managing Director, Indian Overseas Bank).

As of now in Indian Commercial managing an account, there are in each of the 79 banking associations of which 28 are open, 23 are private and 28 are remote
banks. The work in Banking Industry according to the IMaCS report is 11, 00,000 to 12, 00,000 which is around 25% of aggregate populace employee

Indeed, even today when all people in general division banks have actualized condition of craftsmanship frameworks, a larger part of representatives don't communicate with the purchaser, a less rate of workers are in charge of customer benefit. As likewise referred to by Khandelwal board of trustees for private banks, even after presentation of innovation, greater part of time and resources are spent in doing routine administrative work in branches.

Banks today need to reposition their key destinations. For this reason, banks need to take a gander at building up a more grounded deals group and this is impractical without solid support from HR furthermore, innovation empowered stages. A portion of the main organizations crosswise over enterprises are utilizing learning programs that are a reproduction of genuine workplace to set up and coming ability.

Banks need to take a gander at accommodating proceeding with training of their workers. PC based preparing systems which have a superior reach, conquer topographical constraint and have decreased preparing expenses is one component that banks can use to satisfy their preparation goals. Tie-ups with driving instructive organizations are another system for preparing representatives that a portion of general society part foundations in the nation take after. NTPC for example, has tied up with Universal Management Institute and IIT-Delhi to give fulltime official MBA and M.Tech Programs to its staff for sharpening their specialized and administrative aptitudes (Conclave 2012 KPMG in India Analysis).

Proficient organization of individuals is essential for sound administration of banks as HR is a focal sub arrangement of present day administration framework. This cliché is all around perceived by even showcase economies of USA, UK, and France and so forth. Administration of HR, adjustment to any sort of progress and powerful working of banks are conceivable just when HR are created. In this manner, HRD encouraged for all round advancement of banks notwithstanding permitting them to be dynamic and receptive to the natural changes. The review
on Human Resource Development in Banks, under present monetary situation in the nation is basic to comprehend bank's available HRD reasoning, practice and result with a view to offer proposals for detailing of right logic and routine with regards to HRD in Banks (Shilpi Singh, 2013).

1.9 Rationale of the Study

1.9.1 Reason for selecting the topic Employer Branding

“Today’s most successful companies are those with the BEST PEOPLE, not just the best products!”

After the intense review of related literature it was observed that organization practicing employer branding have not only managed to stand out as clear winners in the race to achieve success in pooling best talent in the industry to their organization but also have reaped several benefits from time to time. Several instances are highlighted to recognize the power of employer brand. The very first example included to discover the rationale of the topic employer branding is the latest survey report conducted by Employer Brand International termed as Employer Branding Global Trends Study in 2014.

This gigantic investigation was carried globally during the period of October 2013 to Feb. 2014. The inference was built on the basis of 1143 responses obtained from nineteen regions across the world namely Asia, Australia, Belarus, Canada/USA, Europe, India, New Zealand, Poland, Romania, Russia, Scandinavia, Spain, South Africa, South America, Turkey, UAE, UK, and Ukraine working in different organization in different industry. The report particularly speaks about the employer branding trends that are popular in current scenario and also traces the change or transformation that has occurred in employer branding trends in last five years.

Further report says that about 38% of the organization participating are either planning to allocate more resources for their employer branding strategy or maintain their current expenditure levels up to 32% for their employer branding
initiative. The report further says that many organization have reaped benefits from employer branding from time to time, according to the report about 35% of organization have witnessed ease in attracting candidate further 32% of the organization have seen higher employee engagement, where as 28% believe that employer branding programs have helped them to be recognized as employer of choice. Other major benefits that organizations have managed due to employer branding is reduced recruitment cost(22%) higher job acceptance rate (19%) and reduction in staff turnover (19%). The report also demonstrate that ease in attracting right candidate have also increased from last five years from 28% to 32% across all the industry due to employer branding. Both the graphs are presented below to show the above data in graphical form.
Fig 1.10 Benefits availed from Employer Brand program

- Ease in attracting candidates: 35%
- Increased employee engagement: 32%
- Recognition as an employer of choice: 28%
- Reduced recruitment costs: 22%
- None, too early to tell: 21%
- Higher job acceptance rate: 19%
- Decrease in staff turnover: 19%
- Increased internal hire rate: 13%
- Increase in unsolicited resumes: 12%
- Setting a standard/framework for HR: 11%
- Decreased time-to-fill: 11%
- Increased customer engagement: 10%
- I don’t know: 8%
- Engaging customers through social media: 7%
- Increased investor engagement: 3%

Source: Employer Brand International 2014 Employer Branding Global Trends Study
One more illustration clearly portraying the benefits of employer branding is the study report “INDIA’S BEST EMPLOYER: BRANDING INITIATIVE” conducted by Whirlpool corporation & Great placeto (Best companies to work for 2013), by Raychaudhuri, S. This research was conducted in 2013 in whirlpool corporation with a sample size of 137 and the subjects were divided in into two groups, first group consisted of internals including internal employees, new hires and recent leaves whereas the second group included the externals with potential hires and recruitment consultants. Some of the inferences drawn from the study are –

1. Measure of Activities in Job market
The Report highlights that the organization which have managed to employ a well-developed employer branding strategy was able to attract 60% of the talents
from the labour market without getting actively involved in any recruitment promotion programs whereas the organizations although actively involved in promoting recruitment activity but were devoid of a well-managed employer brand were able to cover only 40% of the labor market.

![Image showing distribution of labor market by degree of job-seeking activity](image_url)  

**Fig 1.12 Ensuring uninterrupted talent supply by sourcing from a wider talent market**

Source : Raychaudhuri S “INDIA’S BEST EMPLOYER: BRANDING INITIATIVE” Whirlpool corporation & Great place to(Best companies to work for 2013

2. **Achieving cost advantage**

The report further says that if the candidates perceived that the organization is having strong positive and attractive employer brand, then they were ready to work with organization with the raise in their compensation packages only by 11%. Whereas on the other hand if the candidate perceived the employer brand of the organization to be weak and unattractive then they demanded about 21% increase in the compensation package to accept the employment offer from the employer. Thus it was clear from the inferences that the organization having a
A strong positive employer brand can avail cost advantage in comparison to organization having unattractive employer brand.

**Fig 1.13** Gaining cost advantage by acquiring & retaining talent at lower than market average

*Source: Raychaudhuri S “INDIA’S BEST EMPLOYER: BRANDING INITIATIVE” Whirlpool corporation & Great place to(Best companies to work for 2013*

3. Reaping benefits from employer branding.

- High engagement creating competitive advantage
- Stronger employer brand
- Better retention of key talent
- Strong financial results

**Fig- 1.14** Source :Raychaudhuri S “INDIA’S BEST EMPLOYER: BRANDING INITIATIVE”, Whirlpool corporation & Great place to(Best companies to work for 2013

The above illustrations clearly indicate that employer branding can definitely be used as an important tool in having a competitive edge over competitors.
1.9.2 Reason for Selecting Indian Banking Industry for the Study

Unemployment has remained the major cause of concern for every country across the world. In India unemployment has always been a hindrance in its growth and development. With recent changes in world’s outlook towards financial growth in India, Indian banking sector has emerged out as one of the major contributors in providing employment to young Indians in recent times. According to an article by MyHiringClub.com including 5600 firms across 12 industries predicts 8.5 new jobs are expected to hit the Indian job market in 2014, and banking industry is expected to contribute 61400 employment offers. Another article highlighting the employment opportunities in banking sector is an article by Business line which says that Indian banking sector may offer about 20 lakh jobs in the next decade. The articles further elaborate that not only private sector but public sector banks emerge as foremost contributor in providing employment as there scheduled workforce is to retire in near future so there will be great demand of talented labour force in banking industry in India in near future. According to Moorthy K Uppaluri (CEO, Randstad India & Sri Lanka) the banking sector will provide huge career opportunities due to licensing of new banking organization in the country. In addition to this the financial inclusion policy by the current government in order to increase the access of the Indian population to banking facilities from 30% to top banking institutions are following a policy of expansion in the rural markets to boost growth and profitability, therefore will employing a huge number of skilled workforce to meet the target.

Along with such tremendous opportunity approaching in the near future, banking sector has always remained a top choice of employment for unemployed Indian population. According to study “Indian banking 2020 Making the Decade’s Promise Come True “ conducted by The Boston Consulting Group (BCG), Federation of Indian Chambers of Commerce and Industry (FICCI) and Indian Banks’ Association (IBA) in September 2012 highlights that banking and financial services is the top most choice of the young graduates. The report says that about 33% of the unemployed graduates wants to join financial sector for
employment relationship where as 18% wants to admire academics & teaching as their preferred employment followed IT industry with 16%.

Fig 1.15Source: Indian banking 2020 - Making the Decade’s Promise Come True

Although with immense growth opportunities, banking sector being the first choice of unemployed Indian graduates for preference as an employer, Indian banking industry is facing a major trouble of attrition. There are various articles analyzing the extent and cause of attrition of employees in Indian banking industry. According to a survey conducted by MyHiringClub.com in 2011 among 249 employers and 11800 employees the IT sector witnessed highest attrition rate of 23% in first quarter of 2011 followed by banking sector with an attrition rate of 18%.
According to the Founder and CEO, MyHiringClub.com Mr. Rajesh Kumar, compensation package, career progression and relationship with supervisors were identified as the main cause of attrition. This attrition rate may cause discomfort among employers as it increases the hiring cost. The next survey conducted by MyHiringClub.com in 2013 presents more transparent picture of the picture which is even more alarming. According to survey the employee attrition rate has grown by 4% in second quarter of financial year 2013 compared to first quarter of financial year 2013, which was found to 21%.

![Quarterly Attrition Index](image)

Fig-1.16 Source- Attrition is increased by 4% in Q2, FY’13 compared to last quarter - MyHiringClub.com

The report further elaborates the level of attrition industry wise to present the clearer glance of the horrifying picture. For the purpose of the survey 11 industries were surveyed including banking & financial service, IT & ITeS, Retail, FMCG, and Telecom etc. The result of the survey are displayed below.
Table 1.2 Industry wise Attrition

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Industries / Sector</th>
<th>Q2, FY’13</th>
<th>Q1, FY’13</th>
<th>Q2, FY’12</th>
<th>Q-o-Q % Change</th>
<th>Y-o-Y % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Banking &amp; Financial Services</td>
<td>26%</td>
<td>16%</td>
<td>18%</td>
<td>10%</td>
<td>8%</td>
</tr>
<tr>
<td>2</td>
<td>IT &amp; ITeS</td>
<td>25%</td>
<td>20%</td>
<td>21%</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>3</td>
<td>Retail</td>
<td>24%</td>
<td>13%</td>
<td>14%</td>
<td>11%</td>
<td>10%</td>
</tr>
<tr>
<td>4</td>
<td>Aviation &amp; Hospitality</td>
<td>22%</td>
<td>19%</td>
<td>11%</td>
<td>3%</td>
<td>11%</td>
</tr>
<tr>
<td>5</td>
<td>Automobile &amp; Manufacturing</td>
<td>19%</td>
<td>12%</td>
<td>10%</td>
<td>7%</td>
<td>9%</td>
</tr>
<tr>
<td>6</td>
<td>FMCG</td>
<td>18%</td>
<td>17%</td>
<td>8%</td>
<td>1%</td>
<td>10%</td>
</tr>
<tr>
<td>7</td>
<td>Telecom</td>
<td>16%</td>
<td>15%</td>
<td>6%</td>
<td>1%</td>
<td>10%</td>
</tr>
<tr>
<td>8</td>
<td>Infrastructure</td>
<td>16%</td>
<td>11%</td>
<td>9%</td>
<td>5%</td>
<td>7%</td>
</tr>
<tr>
<td>9</td>
<td>Other</td>
<td>19%</td>
<td>5%</td>
<td>7%</td>
<td>14%</td>
<td>12%</td>
</tr>
</tbody>
</table>

Source-Attrition is increased by 4% in Q2, FY’13 compared to last quarter - MyHiringClub.com
Thus it was clear from the report that banking sector had witnessed highest attrition rate and demands an immediate action to overcome the fatal problem. The application of the concept of employer branding can serve as remedy to the above problem, developing a well structured methods and process for developing employer brand and its impact on retention of employees ,provides a huge scope to carry out study.

Internet flooded with diverse survey reports predicting the emergence of huge and foremost expansion in Indian banking industry till 2020 and acquiring a distinctive position in the world’s economy has drawn the interest of academicians and scholars. According to a report prepared jointly by KPMG and the Confederation of Indian Industry (CII), Indian banking industry is expected to fifth largest in the world by 2020 and third largest by 2025.

Further one more article “Competitive Landscape and Trends in the Indian Banking Industry”, by business consultancy Frost & Sullivan also forecasts that
Indian banking system will emerge out as third largest industry till 2020. To manage such huge expansion there will be a need of skilled labour force and to serve the purpose the banks are planning massive recruitments in near future so there will be huge scope to study if banks can exploit their employer branding to pool the talent and win a competitive edge over competitors.

1.10 Structure of the Thesis

This research thesis is a piece of empirical study which focuses to explore the emergence of employer branding as a talent management strategy. In this study researcher has tried to identify various determinants related to employer branding and its impact on current and potential employees. Further in the study researcher have tried to statistically prove the significance of employer branding in establishing an organization as best employer in the industry. Various attributes, activities and traits related to employer branding, explored and tested statically in the thesis can serve as platform for organization to structure their employer branding process and attract & retain the skilled labor force to have a competitive edge in the industry, this has served as the central objective of the thesis. The scheme of the chapters in the thesis and brief description of the contents of different chapters are presented below.

Chapter 1
Introduction

The thesis commences with introduction chapter and includes all the significant information regarding the concept of the employer branding. In this chapter researcher have presented the background of the study obtained by extensive literature study available. This chapter provides an open forum to discuss the introduction to the problem of approaching skill shortage globally as well in Indian context. The chapter further includes the introduction to the Indian banking industry and its contribution in Indian economy. The chapter also
contains information about the concept, emergence and types of employer branding. Researcher in this chapter have also tried to describe the relevance of the developing employer brand and have also have given information about the organization practicing and reaping benefits from employer branding. The chapter finally concludes with the description of the rationale of the selected topic and scheme of the following chapters.

**Chapter 2**

**Review of related literature**

This is the second chapter of the thesis and contains exhaustive summary of available literature in the field of employer branding. Researcher in this chapter have tried to highlight all the fundamental concepts related to employer branding obtained by extensive study of available literature about the topic with reference of the thesis. The chapter further instigates a precise knowledge about the concept of employer branding and different determinants that affect employer brand and their relation with each other. In this chapter researcher has identified the challenging arena related to topic which are evident from review of available related literature, evolved from time to time and needs thorough revision. Basically this chapter will provide a theoretical background for carrying out the research efficiently and help to frame research objectives with reference to current study.

**Chapter 3**

**Research methodology**

The third chapter in the thesis is research methodology; it envelops the comprehensive research methods and techniques applied to effectively accomplish the result. The chapter comprise of all the particulars regarding development and testing of different research tools formed consequently to carry out the research. The chapter includes the detailed description of all the pilot
studies carried out to test the credibility of Self-developed Psychometric test and application of its finding in the main research work from time to time. Further this chapter contains all the information regarding research methodology of the current research work. From the intensive review of related literature, researcher in this study have tried to develop a tool to measure the impact of employer branding on attraction and retention of potential and current employee. In concise, the major objective of this chapter is to delineate research design, data gathering methods, tools and techniques applied to accomplish the research.

Chapter 4
Analysis and Interpretation of Data
This is the fourth chapter of the thesis and is termed as Analysis and Interpretation of Data. Researcher in this chapter has intended to explain the elaborated findings and empirical evidences obtained after statistical treatment of all the collected data in scientific as well layman language. The researcher in this chapter has tried to empirically answer all the research problems identified for conducting the research work. In brief this chapter intends to discuss the result obtained after empirical research, for building a theoretical framework and practical implication.

Chapter 5
Findings, Conclusion and Suggestions
This chapter serves as concluding chapter of the thesis and comprises of comprehensive conclusions drawn on the basis of intensive study carried out and statistical treatment of the data collected by using self-report measure i.e. (Self-developed Psychometric test). The chapter further includes discussion of the findings to draw a theoretical framework of the concept and its practical implication. The chapter is finally concluded by discussing the limitation of the concerned study and suggesting methods and practices to accomplish further research.
Chapter 1
Introduction

1.0 Introduction
1.1 Prologue
1.2 Skill shortage investigations carried out globally
1.3 Skill shortage survey in Indian context
1.4 History of Branding
1.5 Brand Identity
1.6 Latest Trends in HUMAN RESOURCE MANAGEMENT
1.7 EMPLOYER BRANDING- THE NEXUS OF HR & MARKETING
1.8 INDIAN BANKING INDUSTRY
1.9 Rationale of the study

Chapter II
Review of Related Literature

2.0 Introduction
2.1 HUMAN RESOURCE MANAGEMENT
2.2 EMPLOYER BRAND
2.3 Best Employer
2.4 Impact of Employer Brand on Attraction and Retention
Chapter III
Research Methodology

3.0 Research Methodology
(3.1) Statement Of The Problem
(3.2) Purpose Of The Study
(3.3) Objectives Of The Study
(3.4) Hypothesis
(3.5) Significance Of The Study
(3.6) Sample
(3.7) Sampling Method
(3.8) Sample Size
(3.9) Source Of Data
(3.10) Data Collection
(3.11) Data Collection Tool
(3.12) Data Analysis and Interpretation

Chapter IV
Analysis and Interpretation of Data

4.0 Analysis and Interpretation of Data
4.1 Perception of management regarding employer brand initiatives taken by their banks.
4.2 Perception of Management Representatives regarding the Impact of employer branding on retention of employees in Indian banking industry.
4.3 Perception of Aspirants

CHAPTER V
Findings, Conclusions and Suggestions

5.1 Findings of the Study
5.2 Conclusions of the Study
5.3 Suggestions of the Study

Fig 1.17 Structure of Thesis