# CONCEPTUALIZING AND RESEARCHING THE MODELS OF EMPLOYER BRANDING

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## ABSTRACT

*Now a days, Organizations are becoming conscious towards thepractice of Employer Branding. Organization have observed that with the help of Employer Branding, the best talent can be attracted, retained and motivated from the market. Employer Branding is a HR marketing strategy which communicates the goodwill or reputation of the organization to current and prospective employees, stakeholders and their clients. This practice reflects the all complete employment experience about the organization with the arrival of grueling competition between the organization to attract and hire the best talent and work with them, provide Wow factor to the existing and potential customers, the concept of employer branding becomes an aspect of supreme importance. Today's HR professionals spending their time trying to understand that, how can make their organization unique from the other organizations as well develop a sense among the existing and prospective employees that it is a 'Great place to work'. This paper aimed for examination of the literature discovered the necessity for employer branding factor determination and contextualization of employer branding models – resulting in the projected model during this study supported the theoretical findings within the literature.*

**Keywords:** *Employer branding, Employer, Employees, Brand association, Models*

## INTRODUCTION

For organizations, brands fulfill multiple functions. They help the company to differentiate among on the various products, they develop a higher brand loyalty, and to provide a platform for a new launch of a products as well as to protect their own products and service from the crises and from their rivals in the market. according to the American Marketing Association, a brand is "a name, term, sign, symbol, or design, or combination of them which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors" (Schneider, 2003).Employer branding is a "targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm. The strategy can be tuned to drive recruitment, retention, and productivity management efforts." (Sullivan J., 2004). "Employer branding is a relatively new approach towards recruiting and retaining the best possible human talent within an employment environment that is becoming increasingly competitive" (Backhaus and Tikoo, 2004). The purpose of creating and establishing 'employer brand' in the domestic and global markets especially in the minds of present and prospective employees and employment agencies. Product brand creates, attracts and retains the customers, and similarly, employer brand helps for creating, attracting, developing, utilizing and retaining the employees for a particular employer. Employer branding is a critical input in HR marketing. Employer branding defined as an emotional bond among employer and employees of the labor market that creates and builds an organization's reputation as the most preferred employer.

Employer brand is further defined as 'creation, maintenance and management of an agreeable, trustworthy and progressive image of the employer towards the needs and concerns of the current and prospective employees and all other parties concerned. The employer has to build image that not only attracts the best talent but also retain them, despite better offers by rival employers in the job market.There is a long-term impact if a company is perceived for being a well-managed firm and a great place to work. Conversely, a weak employer brand can decrease the effects of even the best recruitment and retention strategies. Effective employer branding pays off when organizations gradually find it easier and less expensive to recruit and retain top talent, while their competitors must look harder and pay more to get good people.

Most companies, which have an employer branding strategy have the intention to increase:
- Knowledge about the company as employer;
- Preference for the company as employer (become an employer of choice);
- The intention to apply with the company.
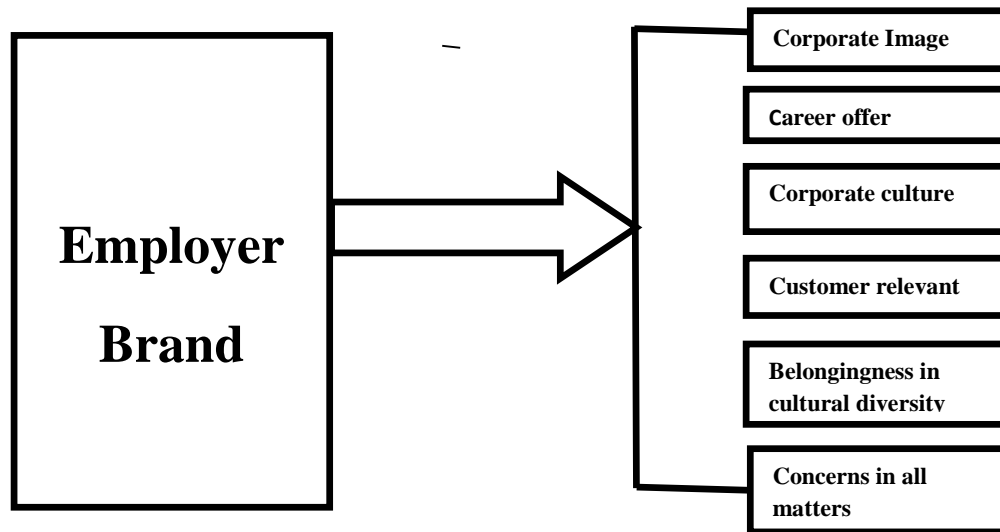
**Factors Influencing Employer Branding**



**Figure 1:** Factors associated with Employer Branding

**Objectives of the Study:**

The objective of the present study is to give insight to the conceptualization of the term employer branding and the various models of employer branding.

**Research Literature**

Lately employer branding have received a lot of attention for managing corporate identities. Now researchers (Ambler & Barrow1996) found that HR is a very important function for an organization which gives the lots of responsibility to the HR managers and thus they emerged the concept of employer branding from applying marketing principles to the field of personnel recruitment ( Cable & Turban 2001) . (Ambler and Barrow 1996) defined employer branding as the development and communication of an organization's culture as an employer in the marketplace. It is the package of functional, economic and psychological benefits provided by employment, and identified with the employing company. It conveys the concept of 'value Proposition' the totality of the organization's culture, attitudes, systems, and employee relationship along with encouraging your people to embrace and share goals for productivity, success and satisfaction both on personal and professional levels to employees. The concept is totally lays on the process of recruitment and its efforts to make the strong propositions of an organization. Taylor &Collins, (2000) in their research they studied that recruitment as one of the most critical Human Resource activity which was vital for the organizational success. In (1985) Boudreau & Rynes, studied that it was not so easy task for organizations to attract potential employee as the organizational attraction influenced towards the effectiveness of successive selection. Barber, (1998), Chapman, Uggerslev, (2005) conducted an extensive research in the area of recruitment and candidate attraction during the last 25 years.

Although research evidence supports that there is a strong relationship between employer brand and the attraction and retention of talent, many of attempts have been considered to identify employer brand concepts in the format of an employer branding model, that predicts attraction and retention of the talent ( Backhaus & Tikoo, 2004 Armstrong, 2007 ). Employer branding described as that it's totally a company's efforts to communicate their prospective and existing employees that it is a desirable place where they want to work( Lloyd,2002). Employer branding has been introduced to retain there employees by making a promise of employment( brand promise) so it make the organization distinctive and superior form their competitors in the market, and employee will not think to switch on another one. However, retention focuses on keeping the talent with themselves to get the contribution in success of the organization. More specifically, with "employer branding" the literature indicates the firm's capability of differentiation as an employer from competitors. Hence, the employer brand highlights the unique aspects of the firm as employment placement and environment (Backahous & Tikoo, 2004).

These trends highlighted the need for empirically validated employer brand models that can predict effective talent attraction and retention efforts, and provide a coherent view that explains employer brand concepts contributing to talent attraction and retention.

**Employer Branding Models**

Backhaus & Tikoo (2004) indicate that employer branding creates two principal assets: brand associations and brand loyalty. Employer brand associations form the employer image that successively affects the attractiveness of the organization to potential employees. Employer branding impacts the organizational culture and organizational identity that successively contributes to employer brand loyalty. At an equivalent time, the model emphasizes that structure culture feeds back to the employer brand, whereas employer brand loyalty contributes to increasing employee productivity. Consistent with the model, brand loyalty may be formed by a behavioral component that relates to structure culture associate degreed an attitudinal component that relates to organizational identity
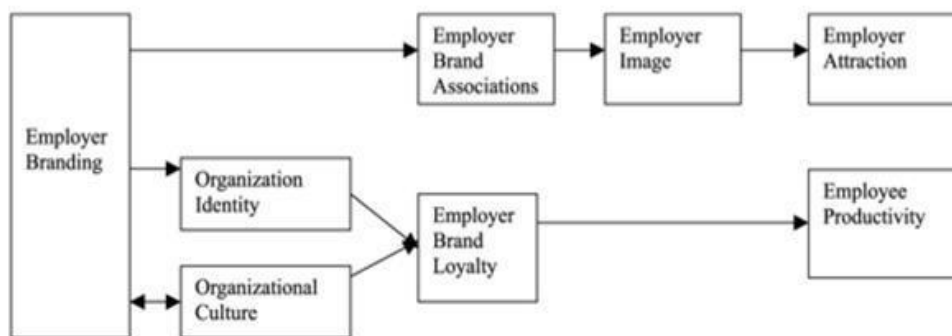


**Figure 2:** Employer Branding Framework (Backhaus and Tikoo, 2004*)*

On the other hand, Knox and freewoman (2006) propose a recruitment method model that shows the perception of potential recruits and recruiters on the employer brand image of a firm. The employer brand image of a corporation (in this case, a world service provider) is measured outwardly by potential recruits and internally by their recruiters. The model shows the vital role of social communication between staff and external teams in shaping attitudes and image than any communication sponsored by the firm itself (Dowling, 2002). Mosley's (2007) employer brand expertise framework but, brings twist to studies in employer branding because it shows the weaknesses of employer branding aimed alone at act brand guarantees at the expense of long term management of employee expertise. The model applies a seldom foreseeable sequence of employee "touch-points" that makes client expertise consistent and distinctive. This expertise depends heavily on social interactions. The firm can got to make sure that its employer-brand attracts the correct reasonably individuals and also the employer-brand-management reinforces the correct quite culture. The employer-brand-experience is meant to assist engender a particular brand perspective, generate distinctive brand behaviors and ultimately reinforce the sort of distinctive client service vogue which will add worth to the client expertise and differentiate a corporation from its competitors.
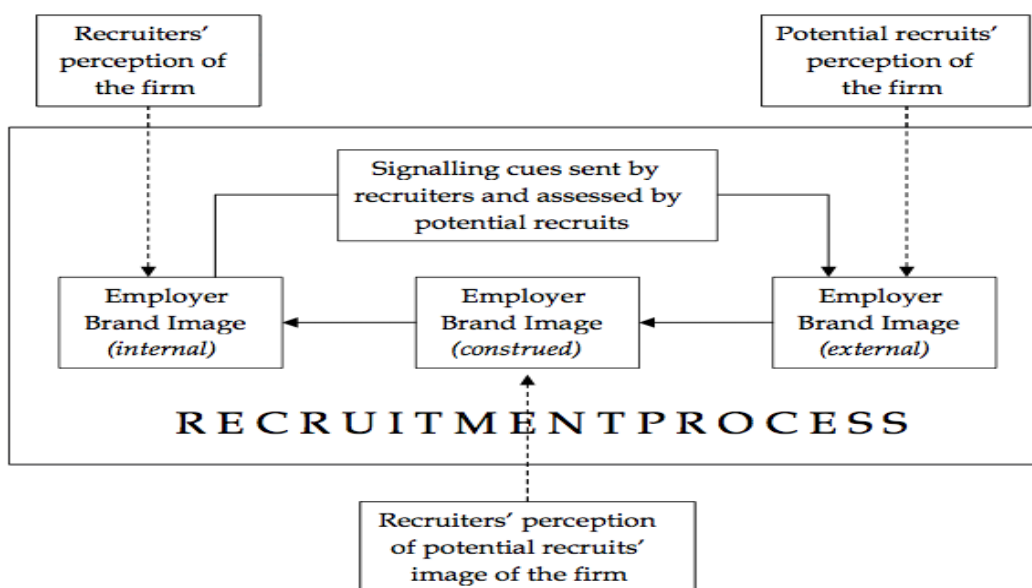


**Figure 3:** Employer Brand Recruitment Process Model (Knox & Freeman*, 2006)*
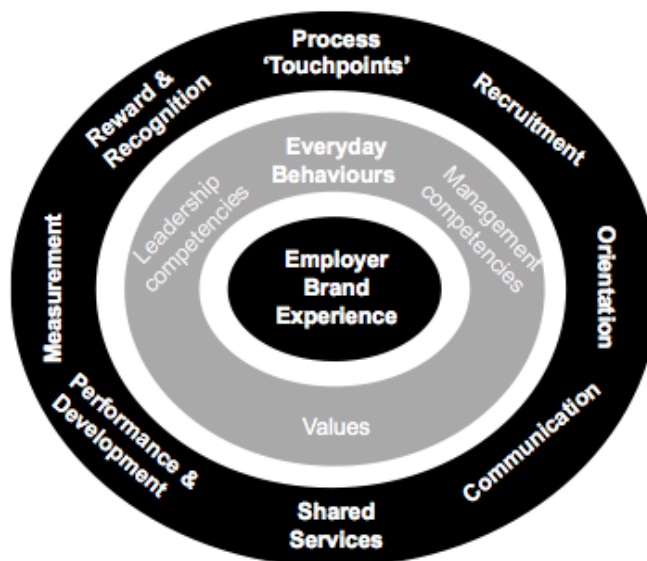
**Figure 4:** Employer Brand Experience Framework (Mosley, 2007)

Maxwell &amp; Knox (2008) present a "manager classifications and traits composition". Their model outlines the traits that employees find exceptionally alluring in associations and the way these ascribes contrast from association to association. This irregularity has been attributable somehow to the comprehension that each association had extraordinary traits that employees discovered very beguiling. The traits that employees thought-about very important, whether or not alluring or ugly, fell into four classifications: support, authoritative action, translated outside image and properties of the item or administration. Utilizing the social temperament hypothesis to examine five association Maxwell &amp; Knox (2008) found that the actual properties thought-about most appealing by staff were distinctive in each association. Be that because it might, the categories of qualities were indistinguishable: business, authoritative action, translated outer image and item or administration attributes. curiously, Tuzuner &amp; Yuksel (2009) propose a demographic and attractiveness model that concentrates on the primary venture of influential person marking plan, alluded to because the "manager allure" stage. The model is custom-built taking under consideration the needs of potential employees considering such variables as demographic attributes, participating quality segments of companies in superintendent marking plan and bunches. The demographic qualities as per the model advert to sex and age significantly. "Coordinated superintendent marking" alludes to the degree to that a personal is force in to a boss that provides various coordinating set up B in work area, for instance, credibility for headway/advancement, trip that mean larger difficulties, inventive arrangements, solid clear organization society, market accomplishment, inward any instruction, rousing associates, worldwide profession opportunities, work/life offset, venture primarily based work, nice notoriety et cetera. "Intensity" alludes to the degree to that a personal is force in to a manager that offers targeted workplace, aggressive remuneration bundle and therefore the probability of employment.
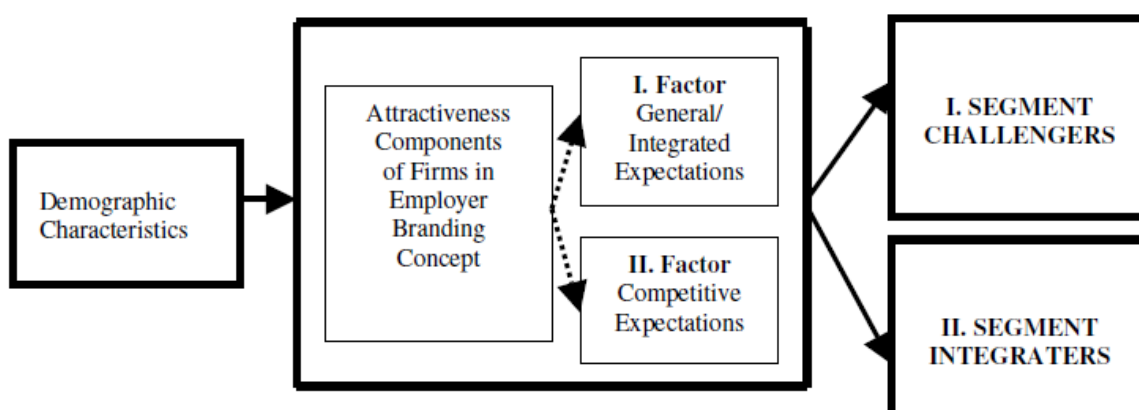


**Figure 5:** Demographic and Attractiveness Model (Tuzuner & Yuksel, 2009)

Wilden (2010) mentioned the conceptual framework for employee-based brand equity. A framework was developed, that portrays the potential worker because the unenlightened party, who is unsure regarding the standard of employment with the potential employer. The work conferred a given framework for employee-based brand equity, changed from previous consumer-based stigmatization analysis examining the role of brand signals on consumer's analysis of product quality (Erdem et al., 1999). Relating internal promoting to employment opportunities as product offered by a firm, its potential to use models of client behavior to the utilization market. As mentioned earlier, job evaluations is also influenced by search, experience, and trust characteristics within the same means product evaluations are influenced by market info, previous expertise and trust within the brand (Franck, Pudack & Opitz, 2002). Not all the knowledge a couple of job is on the market to potential employees. Whereas they all have access to a firm's location and remuneration structure, they\'ll not realize the work climate and worker orientation inside the corporate. to the present finish, potential staff incur lots of price whereas making an attempt to secure necessary info to create a well advised call. This makes it necessary for potential employees to use the utilization of data substitute like brand signals (Weiber & Adler, 1995).

Employer stigmatization ways are often wont to build brand signals convey the required message to the employee market, whereas additionally reducing info price to potential employees. in line with Berthon, Ewing & Hah (2005), employer attractiveness is that the set of visualized advantages that a potential worker sees in operating for a particular organization. Employer attractiveness is a crucial component of employee-based complete equity that is formed by the signals sent out by the organization. in line with this model, Erdem & Swait (1998) projected that the clarity of a complete signal is set by unambiguous data sent by the employer complete. Clear communication of the employer complete and absence of bias in brand signals bring about to a reputable position within the employment market and additionally reduces information price for potential employees. Consistent with Tirole (1999), credible brand signals convey information that has bigger potential in reaching the target cluster. The perception of potential employees regarding the quality of employer brand signals relies on their analysis of the trait of the potential employers. This model demonstrates that it is credible and therefore the prospective employer is taken into account trustworthy, potential employees associate decreased risk with employment by the firm, and addition solace from the desire that guarantees made by the organization are prone to be satisfied.
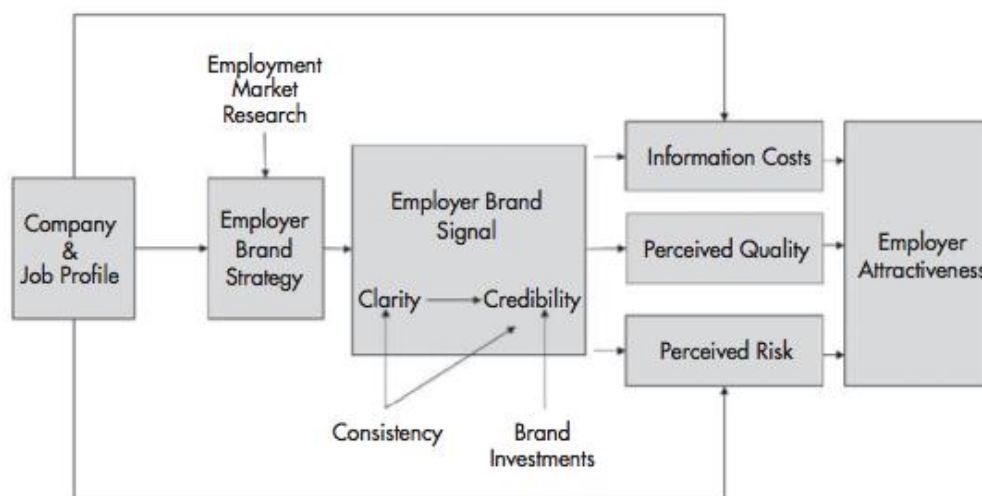


**Figure 6:** Employee-based Brand Equity Model (Wilden et al., 2010)

Mandhanya & Shah's (2010) "employee branding process" model shows however employer branding may be used for talent management. The method of talent management begins by making employer branding; employer branding may be a two-fold process that contains one for current employees and also the alternative for potential employees. For potential employees, employer branding is targeted at building a goodwill for organization because the most well-liked place to figure, whereas internal branding for current employees needs that organization lives up to its commonplace and incorporate a culture of respect and trust for workers. The model shows that potential employees develop an employer brand image from the brand associations that are an outcome of a firm's employer branding. employer branding helps to form brand associations and brand loyalty. employer brand associations form the employer image that successively affects the attractiveness of the organization to the potential employees. employer branding impacts structure culture and structure identity that successively contributes to employer branding loyalty. This loyalty successively retains employees and helps the organization to manage talent.
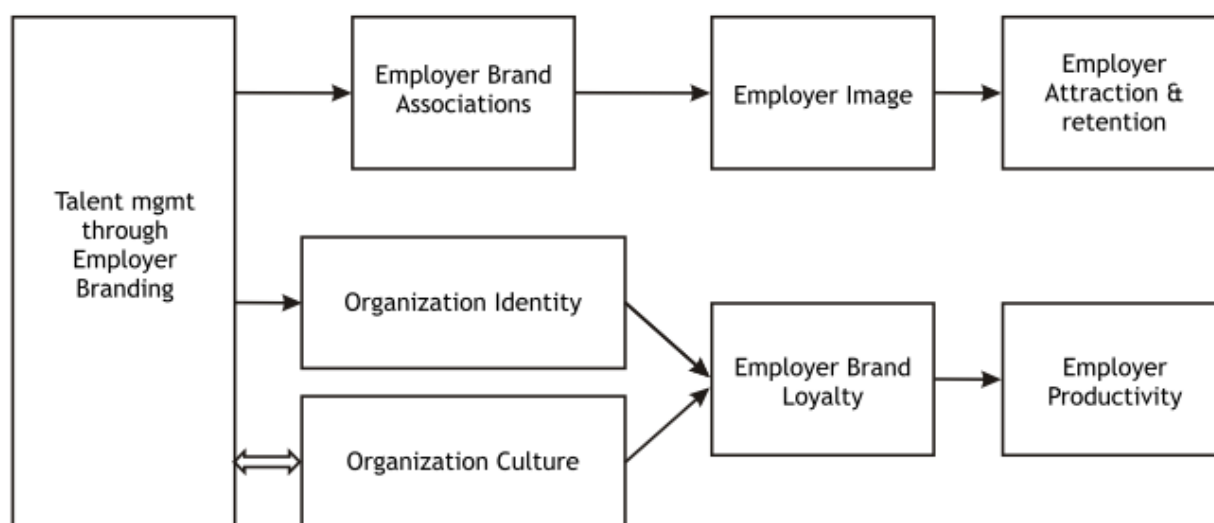
**Figure 7:** Employee Branding Process Model (Mandhanya & Shah, 2010)

A portion of the exploration completed in the field of employer branding have endeavored to bring out attributes of fruitful employer brands. Amongst such could be a study conducted by Moroko & Uncles (2008) during which attractiveness and accuracy were known because of the two key dimensions of success for an employer brand. Accuracy was analyzed in terms of employer brand awareness, differentiation and relevancy whereas accuracy was underpinned by factors like the importance of consistency between the employer brand and therefore the employment expertise also as company culture and worth (especially as regards the lack of understanding of company value that potential employees suffer before change of integrity the organization). The analysis of those authors shows that there are two key dimensions of success for an employer brand: "attractiveness" and "accuracy". Attractiveness is underpinned by "awareness", "differentiation" and "relevance". Accuracy highlights the importance of consistency between the employer brand and employment expertise, company culture and values. The study established a case for learning employer branding as a context distinct from client and company branding and conceptualized the use expertise of a firm as a product created by the culture, policies and processes of the firm. It conjointly established that there are several well-worn components in promoting theory and follow that are applicable to employer branding context, significantly with regard to the employee attraction role of the employer brand.

Other researchers have studied employer branding because it relates to the recruitment method (e.g. knox & freeman, 2006), or as it relates to the army, with stress on the instrumental and symbolic beliefs of workers (Lievens, 2007). Lievens, as an example, examined the relative importance of instrumental and symbolic beliefs across completely different groups of individuals: potential candidates, actual candidates and military employees. The study discovered that 1) the set of instrumental job an organizational structure attributes and symbolic attribute inferences are considerably associated with the army's attractiveness as an employer, 2) impression of instrumental properties clarify essentially more change (40%) in the armed force's apparent allure as an employer among genuine candidates contrasted with potential candidates and employees, 3) symbolic attribute inferences contend a very important role in decisive attractiveness among all three teams, 4) actual candidates have significantly a lot of favourable perceptions concerning an employer's instrumental and symbolic attributes than potential candidates and employees.

However, in spite of those contributions, it seems restricted attention has been given towards understanding the link that exists between employer branding from one viewpoint, and view of present and potential employees on the other, particularly as it identifies with particular settings. many researchers haven\'t thought-about that employer branding isn't simply involved with attracting employees however conjointly in holding and motivating them. Hence, the decisive factors accustomed analyze workers won't be applicable to each current and potential employees. Also, analysisers on the topic haven't totally addressed the influence employer branding has on perception of employees still that existing contributions are instrumental within the development of this research work. At long last, no scale has been given in writing that can completely catch all the segments of employer branding.

## CONCLUSION

This research searched out to discover how employer branding has been dealt with in the writing opposite the making of sought observations among flow and potential employees. An audit of the writing uncovers seven pertinent models which structure the premise of comprehension employer branding stages and courses of action. However, as earlier mentioned, the literature lacks the appliance of existing models to specific contexts. As a result, the researchers still question the generality of the recommended employer branding factors. The theoretical basis for understanding employer brand, shows that within the larger structure , different context-specific factors don\'t simply come back to play in employer branding, however need crucial examination. These factors embrace the community (internal and external), the principles that govern the conduct and operations of the firm further as its interactions with external communities. Division of labour involves the roles of various members of the firm and also the limitation of responsibilities and functions. All of those factors compose a permanent relationship that subsists for desired outcomes.

Further analysis is so required to ascertain the connection between employer branding and different constructs – additional particularly the priority of this study: the perceptions of current and potential staff. analysis may conjointly examine the connection between employer branding and constructs like profitability and share worth – only if building a powerful employer brand could probably increase positive perceptions of the brand as an entire to stakeholder teams outside (current and potential) staff. Finally, there is the necessity for scale development in mensuration the connection between employer branding and alternative constructs. Such analysis efforts are going to be helpful to organizations in determinative that employer branding factors indicate higher associations with (current and potential) employee perceptions. A subjective study of managers and clients may also reveal different factors that compose employer branding. As such, the researchers admit that the factors planned during this study (employment conditions, organizational success, brand associations and employer credibility) are not so much comprehensive . Admittedly, there is conjointly the chance of different mediating variables which can have an effect on the connection between employer branding and (current and potential) employee perceptions. Such an occasion is best determined through in depth qualitative analysis. Given the importance of employer branding on employee perceptions, the results of additional (empirical) studies may higher inform organizations on a way to strategically brand their corporations for the advantage of gaining scarce abilities.

### Ethical approval

This article does not contain any studies with human participants or animals performed by any of the authors."

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