ORIGINAL RESEARCH PAPER

Engineering

EMPLOYER BRANDING: A NEW FACET OF EDUCATION SECTOR

Dr. H. S. Abzal Basha	Assistant Professor @ G.Pullaiah College of Engineering & Technology, Kurnool
M Yellaiah Naidu*	Assistant Professor @ G.Pullaiah College of Engineering & Technology, Kurnool *Corresponding Author

ABSTRACT

The dynamic growth of the today's competitive world has made the organizations more competitive. To survive in the cut throat competition of the globalization, an organization has to attain its competitive advantage. It should be proactive to face the changes in the scenario. In this scenario, the drivers of the growth of the organization are its human resources. The organizational success does not only depend on the organizational policy, but also on the quality of work which can be achieved by the workforce. It is the human resource that is the drivers of the organization through their skill, aptitude & attitude by deciding, implanting & controlling the activities. This is the time to move for the organization where they have to stand first than its competitors. In this situation talent management has became an important tool for the organizational growth aligned with the individual growth. Hence, the employer paradigm has shifted in relation to the human capital, in terms of its attraction, development, utilization and retention, which placed a heavy demand on today's HR professionals. The present research is an attempt to evaluate the employer branding in select engineering institutions. Particularly, it intends to confirm current employer branding practices and their impact on employee performance and job satisfaction in select Engineering Colleges of Kurnool District. However, in this study, 4 most significant areas like; Attraction, Development, Utilization and Retention are chosen for analysis. Moreover, it portrays the diversity in the employees' potential and perceptions in the higher education sector.

INTRODUCTION

Employer branding has emerged as a result of the application of the marketing principles to human resource management. This concept was firstly introduced in 1996 in an article presented by Ambler and Barrow. Ambler and Barrow defined the concept of employer branding as "the package of functional, economic and psychological benefits provided by employment and identified with the employing company". Here Ambler and Borrow have applied the concept of brand to HRM by viewing the employer as the brand and employees as customers.

Employer branding is relatively new approach towards recruiting and retaining the best possible human talent within an employment environment that is becoming increasingly competitive. Sullivan defined employer branding as "a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm". The result of successful employer branding gives the organization an increasing reputation and exposure, coherence among its employees and a high number of applicants as the organization will be described as a great place to work at. Minchington and Estis also define the employer brand as the image of your organization as a great place to work in the minds of current employees and key stakeholders in the external market.

Source: Gaddam, 2008

Figure 1 Employer brand model

Dimensions of Employer Branding

Employer branding can be divided into three dimensions called economic value, development value and social value as recognized by Schlager et al (2011).

1.Economic value: Berthon, Ewing, and Hah (2005) declared that economic value comprises items such as a "good salary", "a fair number of holidays" and "reasonable retirement benefits". Firms provide benefits mostly for attracting and retaining employees and an increasing payment (or higher salary in general) is directly related to job satisfaction.

2.Development value: Schlager et al (2011) stated that development value category refers to variables such as "good training opportunities", an "empowering environment ", and a "good mentoring culture".

3.Social value: According to Alniacik and Alniacik (2012) social value assesses the extent to which an individual is attracted to an employer that provides the opportunity to gain career enhancing experience, good promotion opportunities , recognition and appreciation, acceptance and belonging, good feelings and job security.
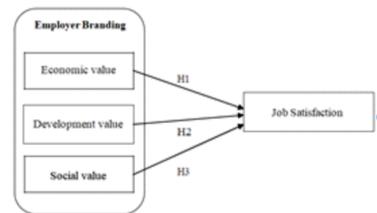
Conceptual framework

Job Satisfaction

Job satisfaction is defined as the extent to which an employee feels self motivated, content and satisfied with his/her job. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance.

Job satisfaction can be measured in cognitive (evaluative), affective (or emotional), and behavioral components. Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job (affective job satisfaction) or cognitions about the job (cognitive job satisfaction).

One of the most widely used definitions in organizational research is that of Locke (1976), who defines job satisfaction as "a pleasurable or positive

emotional state resulting from the appraisal of one's job or job experiences" . Others have defined it as simply how content an individual is with his or her job; whether he or she likes the job or not. It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facet level (whether or not the individual is satisfied with different aspects of the job). Spector (1997) lists 14 common facets: Appreciation, Communication, Coworkers, Fringe benefits, Job conditions, Nature of the work, Organization, Personal growth, Policies and procedures, Promotion opportunities, Recognition, Security, and Supervision.

Statement of the Problem
Today, Indian educational institutions are increasingly relying on brain - not brawn. Institutions that can outpace their competition in attracting, developing and retaining the best talent have distinct advantages; lower costs, higher productivity, better quality, more satisfied and loyal stakeholders, and higher financial performance.

There are several key stages in talent management that leading organizations to be focus on. Especially, in educational sector upcoming institutions need to have a vision and a well defined strategy on hiring the talent staff in Academia and Research meant for the future growth of the Institution.

The educational sector has become the outsourcing capital of the employment and innovation and also own set of HR challenges. Educational sector's biggest problem is that qualified teaching staff is becoming scarce. Despite the large population, the supply of qualified teaching staff cannot keep up with the sharply increased demand. So, do we have the right talent within to attract and retain the best available talent?

Hence, the present study has under taken to measure employer branding practices in select Engineering Colleges in Kurnool District which helps to analyze the working conditions in the Educational Sector.

Need and Significance of the Study
Nowadays educational sector environment is more volatile compare to other sectors. There is skill gap between the desired & present pool of personnel in many educational institutions.

Hence, institutions have to take the steps towards developing talent to meet the uncertainty in the demand of talents. Progressive & innovative practices have become the heart of every institute, to survive and gain competitive advantage by pool of talent according to the demand of the situation.

Employee branding helps in retaining talent workforce whose skills are value adding to the organization are becoming critical issue & well recognized challenge.

Scope of the Study
The scope of the study is confined to explore Employee

Branding practices in select Engineering Colleges of Kurnool District viz., GPREC, RGM & GPCET. Furthermore, among the various components like;
1. Personal value,
2. Economic value and
3. Social value.
Hence, it is highly interesting and valuable to make a study.

Objectives of the Study
1. To study Employee Branding practices in select Engineering Colleges of Kurnool District,
2. To examine various demographic factors of the sample respondents,
3. To analyze the impact of Employee Branding on Employee Job Satisfaction.

Hypotheses
- H_1: There is a significant relationship between Employee Branding and Job Satisfaction of the employees.
- H_0: There is no significant relationship between Employee Branding and Job Satisfaction of the employees.

Research Design & Methodology
The present research is an empirical in nature. The descriptive research method is adopt for describe the present scenario of talent management practices in select Engineering Colleges in Kurnool District; GPREC, RGM & GPCET.
Sources of Data
Primary Data: For the present study, the data is collected from both primary and secondary sources. The primary data is collected by administrate a structured questionnaire and personal interviews.

Secondary Data: The secondary data was gathered from Internet, books, research articles, survey reports, newsletters, various journals and magazines.

Demographic Aspects		No. of Employees	Percentage (%)
Age	20-30 years	40.0	33.3
	31-40 years	60.0	50.0
	41-50 years	20.0	16.6
	51 years & above	0	0
	Total	**120**	**100**
Gender	Male	80	66.6
	Female	40	33.3
	Total	**120**	**100**
Educational Qualifications	Graduation	0	0
	Post Graduation	80.0	66.6
	PhD	40.0	33.3
	Any Other	0	0
	Total	**120**	**100**
Marital Status	Married	80.0	66.6
	Unmarried	40.0	33.3
	Total	**120**	**100**
Job Experience	Less than 5 years	30.0	25.0
	5-10 years	40.0	33.3
	10-15 years	50.0	41.6
	15 years and above	0	0
	Total	**120**	**100**
Designation	Professor	30.0	25.0
	Associate Professor	40.0	33.3
	Assistant Processor	50.0	41.6
	Total	**120**	**100**

Details of the Respondents

Sampling Technique: The purposive sampling method is applied to collect the data from the employees.

Sampling Size: 120

Statistical tolls and techniques

The collected data is analyzed and interpreted based on Frequency and Correlation coefficient analysis with the aid of SPSS-20 Version.

Limitations of the study

1. This research study is limited to GPREC, RGM & GPCET only.
2. The present study is confine to only teaching staff of GPREC, RGM & GPCET.
3. The results of the research cannot be generalized to other employees like; lab assistants and other supporting staff.
4. The accuracy of given information may owe to change from time and individual factors.

TABLE – 1: Demographic Detail
Source: Primary Data

Table- 2: Factors Affecting Employer Branding

S.No	Factor / Component and Items	Factor Loading
1	**Basic Job Benefits**	
	Job Description	0.896
	Salary and Bonus	0.875
	Job Benefits	0.691
	Work/life balance	0.828
	Security and Stability	0.640
2	**Overall Status of Company**	
	Company reputation	0.860
	Market size of Company	0.857
	Organizational structure	0.758
	Innovative Company	0.535
	Company Culture	0.548
3	**Competitiveness and Challenge**	
	Competitive and intellectual challenge on job	0.842
	Chance to work Independently	0.812
	Chance of being leader or manager of people	0.842
4	**Self Development**	
	Continuous Learning	0.613
	Being a technical or functional expert	0.801
	Skills development	0.781
5	**Future Opportunities**	
	Good Reference for Future Work Opportunities	0.789
	Internal Career Opportunities	0.687
	Possibilities to work abroad	0.675
6	**Emotional Judgment**	
	Pioneer as a Brand in Mind	0.832
	Gut Feeling	0.708
	Feeling of Being a Positive Contributor to the Company	0.633
7	**Relationship with Peers**	
	Expected Relationship to closet superior	0.745
	Colleagues	0.782
8	**Internal Management**	
	Work Environment	0.801
	Management	0.676
9	**Ethics and values**	
	Morals and Ethics	0.875

Source: Primary Data

H$_1$: Correlation Coefficient between Employer Brand and Employee Job Satisfaction

	Variables	Communication	Performance Quality
Employer Brand Management	Pearson Correlation	1	0.077[**]
	Sig. (2-Tailed)		0.000
	N	120	120
Employee Job Satisfaction	Pearson Correlation	0.077[**]	1
	Sig. (2-Tailed)	0.000	
	N	120	120

Source: Primary Data

CONCLUSIONS

The present study basically addresses two aspects first, reliability of the source of information, which is used by the employer for branding. Second aspect is the factors that determine the employer branding. In total 9 factors have come out to determine the employer branding. These 9 factors are Basic Job Benefits, Overall Status of Company, Competitiveness and Challenge, Self Development, Future Opportunities, Emotional Judgment, Relationship with Peers, Internal Management and Ethics and values.

Further, the research is analyzes the dimensions of Employer brand in terms of talent acquisition, development, deployment and retention. The major finding of the study proves that the select college's employer branding practices are adding huge impact on their employees' personal value, economic value and social value which relates to employee personal performance and job satisfaction. In spite of the massive issues, these colleges are able to maintaining qualified teaching staff from longer time.

REFERENCES:

1. Alnıaçık, E., Alnıaçık, Ü, Erat, S., & Akçin K. 2014. Attracting talented employees to the company: do we need different employer branding strategies in different cultures? Procedia – Social and Behavioral Sciences, 150, 336-344.
2. Ambler T. and S. Barrow, "The employer brand", J. Brand Manage., vol. 4, pp. 185-206, 1996.
3. Berthon, P., Ewing, M., & Hah, L. L., 2005. Captivating company: dimensions of attractiveness in employer branding. International Journal of Advertising, 24, 151-172.
4. Backhuaus K and S. Tikoo, "Conceptualizing and researching employer branding", Career Dev. Int., vol. 9, no. 5, pp. 501-517, 2004.
5. Botha, M. Bussin, and L. De Swardt, "An employer brand predictive model for talent attraction and retention". SA J. Human Resource Manage. Vol 9, no. 1, pp. 1-12, 2011.
6. Brostrom T., and V. Farahvashi, "Developing an employer branding index within the real estate industry'" M. S. Thesis, Dept. Real Estate and Construction Manage, School of Architecture and the Built Environment, KTH, Stockholm, Sweden, 2011.
7. Dawn S. K. and S. Biswas, "Employer branding: A new strategic dimension of Indian corporations", Asian J. Manage. Research, Sp. 1, pp. 21-33, 2011.
8. Edwards, M. R. "An integrative review of employer branding and OB theory", Personnel Review, vol. 39, no. 1, pp. 5-23, 2010.
9. Figuraska and E. Matuska, "Employer branding as a human resources management strategy", HRM Ergonom., vol. 7, no. 2, pp. 35-51, 2013.
10. Garibaldi, A. Employer Branding for Dummies. Hoboken: N.J, Wiley, 2014.
11. Minchington, B., "Your Employer Brand: Attract, Engage, Retain". Collective Learning Australia, 2006.
12. Kaur, Prabhjot, Sharma. (June 2015). Using Social Media for Employer Branding and Talent Management: An Experiential Study. IUP Journal of Brand Management. 12 (2), 1-15.
13. O.R Krishnaswami and M. Ranganatham: Methodology of Research in Social Sciences, 2005, ISBN 81-8318-454-5
14. Sullivan, J. (2004): "Eight elements of a successful employment brand", ER Daily, 23 February, available at www.erexchange.Com/ articles/ db/ 52CB45Faa4cd2bbc 366659 e26892a. ASP ACCESSED April 14, 2014.
15. Tanwar, K. (2017). The Effect of Employer Brand Dimensions on Organisational Commitment: Evidence from Indian IT Industry. Asia-Pacific Journal of Management Research & Innovation. 12(3&4) 282–290.
16. Xia, H., & Yang, L. (2010, November). The employer branding and employee performance. Proceedings of the IEEE International Conference on Information Management, Innovation Management and Industrial Engineering (ICIII), 2010, 4, 536–538. doi: 10.1109/iciii.2010.609.
17. Yang, l., Chin-Sheng Wan., & Chi-Wei Wu (2015). Effect of internal branding on employee brand commitment and behavior in hospitality. Tourism and Hospitality Research, Vol. 15(4), 267–280.