



EMPLOYER BRANDING AND ORGANIZATIONAL CULTURE

KEY INGREDIENTS FOR ORGANIZATIONAL EFFECTIVENESS CURRY.

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Abstract

In the era of talent dearth the role of Human Resource is to create and manage the brand, both as organizational development activity and a weapon in the talent war. "Employer branding" concept is at an infant stage as far as Human Resource discipline is concerned, while "Branding" is an age old concept of marketing. Employer branding is all about the company's value in the market, a timeless process that in today's scenario has gained even more significance.

To start with Human Resource department has to craft and manage the brand with diligence. In this process sound Human Resource practices are the key ingredients but the prevailing "Organizational Culture" has its own importance. A perfect combination of these aspects can lead towards the "Organizational Effectiveness".

The present paper is conceptual in nature and aimed to relate the employer branding with Organizational culture to bring Organizational Effectiveness.

Keywords: *Employer branding, Organizational Effectiveness, Human Resource discipline, Organizational Culture*

Introduction

The fast changing world and face of various economies have generated lot of complexities in the business environment. The success mantras that govern the success in modern organizations are stiff competition, innovation and research. The key factor for the growth and development of the 21st century organizations is the intellectual capital assets. The consistent performance and the all round success are the keys of governance for corporate

executives who need to work and perform under all circumstances. Employer Branding has become a top priority for organizations in their quest to win the war for talent. Employer branding is a distinguishing and relevant opportunity for a company to differentiate itself from the competition creating its branded factors as its USP for employee satisfaction and happiness resulting in retention, productivity and efficiency.

What is employer branding?

Branding is basically an age old concept of marketing. For many centuries “Brand” meant a mark put on an asset, to identify the true owner. For the first time HR departments got involved in branding, as organizations tried to align employee behaviors and perceptions, with the external brand and reputation needed to make the business strategy succeed.

Employer branding is basically “Selling a company to employees”. It is the development and communication of an organization’s culture as an employer in the market place. It conveys your “Value proposition”- the totality of your culture, systems, attitudes and employee relationship along with encouraging your people to embrace and share goals for success, productivity and satisfaction both on personal and professional levels.

Approaches of employer branding

Typically there are two approaches for employer branding they are

1 Outside-in approach

2 Inside-out approach.

In outside-in approach the employer focus on creating visibility for their companies in the target talent markets by communicating through advertisements , well designed websites with contents on the company culture, compensation practices , career opportunities and why they are preferred place to work. Whereas in inside-out approach a powerful internal branding is created through employee experience and use them as brand advocates.

Internal branding is a very bottom up process and external branding is about top-down branding. The organizations must give due diligence to the fact that internal and external

branding must go hand in hands smart candidates do not get carried away by the tall claims made in company advertisements and websites. Without internal branding based on a positive experience for employees, external branding soon loses its shine and investments go down the drain.

How the brand factor helps

- Inspires individuals to perform.
- Builds a high bonding culture.
- Motivates the workforce.
- Boosts employee loyalty.
- Brings in participation from close family and relatives & in turn increases visibility.
- Tool for employee engagement.
- Brings overall success to the organization.

Organizational Culture and Employer branding

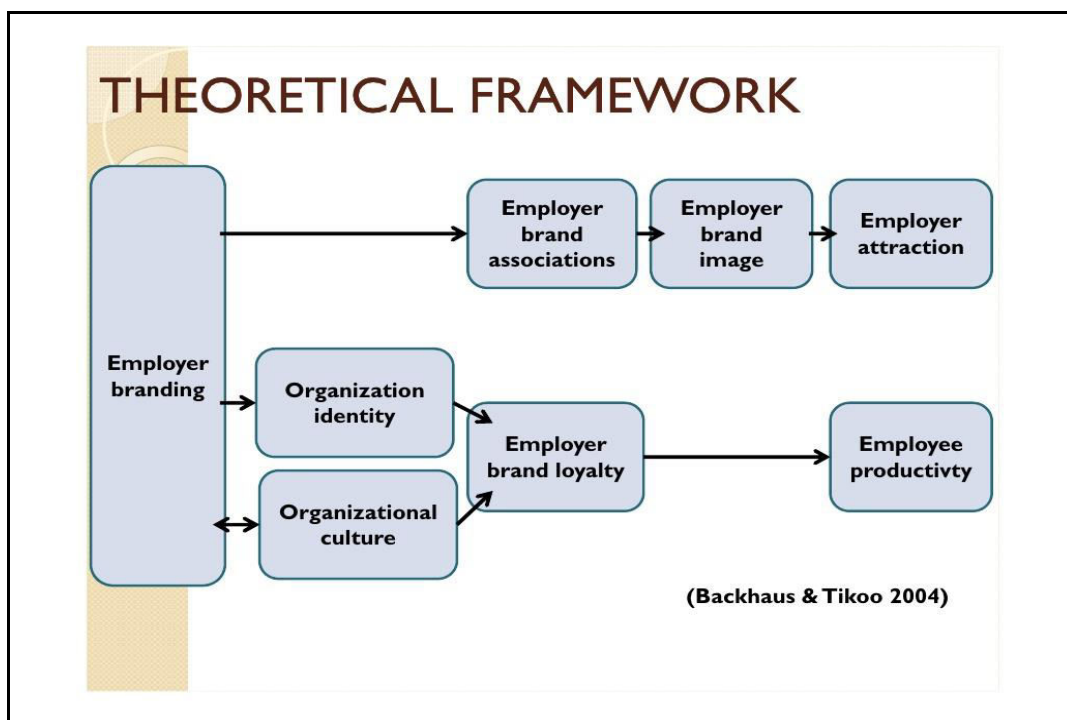


Figure No. 1: Theoretical Framework of Organizational Culture and Employer branding

It is said that an unsatisfied customer tells ten people about his experience while an unsatisfied employee tells a hundred. Aside from this issue of efficiency and employer

satisfaction, the customer experience will be heavily impacted by the culture of the organization. One of the experts on organization culture, Garath Margan, describes organization culture as “an active living phenomenon through which people jointly creates and recreates the worlds in which they live.”

Organization culture is defined by the following aspects: commitment of the senior management to make learning capability a competitive advantage, direction for change is well defined, leadership is appropriate, handling resistance to change effectively, proper performance management system, linking compensation to achievements, environment encouraging experimentation and innovation, a proper feedback mechanism and diversified learning channels.

Culture can be used as a powerful tool to minimize the HR related problems. An organization environment shapes the overall culture. Branding & culture go hand in hand. There are various players in the same business; it is the organization culture that differentiates each service being offered. We can take example from various sectors like IT, hospitality, retails etc

Organizational culture - The Right Mix

- Creates equal opportunities for employees to perform.
- Showing no discrimination in reward or punishment for similar job done.
- Rewarding or reprimanding an employee accordingly.
- Understanding the individual as a person and keeping oneself informed on their personal and social aspects efficiency as a person.
- Standing by employee in terms of crisis.
- Not bending organizational rules but allowing room for flexibility and humaneness.
- Allowing true delegation of responsibility or authority.
- Changing roles and responsibility appropriately.

Role Of HR Professional In Employer Branding

Employer branding is not hit and run operations, instead are the ongoing activities. It is becoming integral part of overall branding strategy of a company. Now here comes the role

of the HR who will have to strike the balance between external and internal branding. To make it possible, HR professionals has to function in a dynamic, vigilant and proactive way.

In due course of time,an organization's capability to deliver on its promises to employees will form a concrete basis for its employee brand image. An employer branding that endows employees with the value it has promised them will succeed in perpetuating the right image around the employment experience and engages the talent necessary to accomplish key business objectives. An employee's experience in terms of the organization's content, communication and service delivery on the job should reflect the brand promise to create an enhancing employment experience.

Albeit employment branding can be a far reaching performance improvement strategy. It is only as effective as its ability to deliver differently. An effective employment branding strategy not only helps in luring new recruits, but also helps in increasing job satisfaction and boosting the morale of existing employees who are satisfied with their employment package. Their loyalty to the company and the brand increase,which in turn helps to reduce retrenchment through increasing job satisfaction.

An employment brand should be consistently applied to all departments, staff levels and practices within the organization. In assessing the strength of the brand it should focus on the needs of the potential hires. The organization's culture, values, policies and practices relating to recruitment, training and development, compensation, benefits, performance evaluation and communication.

The organization should ascertain if it has adequate procedure for employee orientation. For instance, it should determine if it has a program to provide the new employees with comprehensive information about the firm, its mission, vision, functions and policies, compensation, benefits, services, work requirement and desirable employee-employer relations.

HR professionals should determine whether the organization provides ad equates financial security plan to support the long term financial goals and objectives of the employee to ensure financial independence. The organization has to embrace policies that fosters a balance work/life experience for its employees that are increasingly imperative in 21st century. This should include accommodations and benefit programs designed to help equalize

benefits, serve as recruiting and retention incentives, and create a sense of belonging among the employee.

The channels to provide feedback and express concerns to the organization's leadership should be facilitated. Employees should be encouraged to express their views and provide feedback to their leaders. Organizations that fail to listen to their employees may not be worthy of their loyalty and might be averting themselves from the pitfalls that may lie ahead.

As a result of the rising importance of employment branding, there is greater responsibility on HR professionals to display ingenuity and originality in developing strategies. They should serve as an assertive driver of the next frontier, a role that needs to be passionately fulfilled by the HR professionals. The HR community has to step forward and display innovation and leadership on issues, which can enable them to bring their organization to the forefront in meeting the challenges of recruiting and retaining employees successfully. This can be achieved by means of shaping and influencing the employment brand in a way that attracts and retain the types of people identified as important for the organizations success.

Conclusion

A major chunk of the best companies to work in the "great places to work" list are relatively new, but their significance grows every year. The reason why their popularity is growing is apparent. Building an employment brand as a great place to work has one of the highest pay offs more than anything else that one can do in HR. It is formidable task because success requires an effective brand manager and a structured process. Nevertheless the results are exceptional.

Employer branding enables a company to consolidate its human and societal dimensions that employs the practice of combining established marketing efforts with cultural make over. This method akin to customer centric marketing and branding efforts combined with organizational development strengthens the subtle advantage of an organization that contributes to recruitment and retention of the key performers. Once an employer branding is created, the organization is on the conduit to becoming an Employer of Choice with the ability to recruit and retain "High-value" talent. An enduring assurance of long term survival for most organizations will be the ability to deliver a distinct message to the marketplace through the conduct and commitment of the employees. Consequently, the current business

imperative is to feature human assets into bottom line and creating a magnetic employment brand thereby ensuring a competitive edge in the turbulent marketplace.

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