



# Study on Employee Value Proposition for Emerging Employer Brand: Case of Asiatic Manufacturing

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**Abstract :** Employee Value Proposition (EVP) is the equalization of the rewards and benefits that are gotten by employees consequently for their execution at the working environment. Organizations by and large build up an EVP to give a steady stage to employer brand correspondence and experience management. Employer branding is the procedure of advancing an organization, or an organization, as the employer of decision to a fancied target bunch, one which an organization needs and needs to enlist and retain.

An "Employer Brand" depends on different immaterial variables, including discernment, picture, and the capacity to separate itself from contenders. Basically: An employer brand speaks to the picture of an organization which it anticipates as a favored employer. Because of above idea this research was taken up. The intention was to comprehend the significance of brand building and the goal was to recognize particular variables towards brand building among existing employees. The research was embraced at Asiatic Manufacturing Pvt. Ltd.

The research was empirical in nature. The populace focused on was the employees at center management framework. Random Sample Methodology was utilized. The instrument utilized was meeting system utilizing a semi-organized poll. The optional information was gotten from post-employment surveys of employees who had left the organization. Information was broke down utilizing measurable apparatuses and our outcomes could help us in distinguishing some particular parameters in the impression of organization by the employees and Suitable suggestions were made to the organization.

The research is of gigantic potential since the same idea can be reached out to different portions of the same organization and to different organizations. The future extension likewise exists for directing point by point research and examinations in diverse segments.

**Keywords:** Employee Value Proposition, Employer Brand, Brand Building

## I. INTRODUCTION

Employer branding means an organization's notoriety for being an employer. The term was initially utilized as a part of the mid 1990s, and has subsequent to end up broadly received by the global management group. Minchington (2005) characterizes employer brand as "the picture of your organization as an 'incredible work environment'". Employer branding is worried with

upgrading an organization's employer brand generally as a client brand proposition is utilized to characterize an item or administration offer, an employee value proposition is utilized to characterize an organization's employment offer. In like manner the showcasing disciplines connected with branding and brand management have been progressively connected by the HR and talent management group to attract, draw in and retain talented hopefuls and employees, similarly that advertising applies such instruments to attracting and retaining customers, clients and buyers.

Today, an effective employer brand is vital for competitive advantage. Progressively, Indian partnerships are turning out to be purposefully strategic to use the employer brand to attract and retain talent and, at last, to extend and develop. Effective employer branding and brand management requires an unmistakable Employer Brand proposition. This serves to characterize what the organization might most want to be connected with as an employer; highlight the properties that separate the organization from different employers; and clear up the 'give and get' of the employment bargain (adjusting the value that employees are relied upon to contribute with the value from employment that they can expect consequently). This last part of the employer brand proposition is regularly alluded to in the HR writing as the "mental contract".

Employer branding is a strategic apparatus to attract, recruit and retain talents it includes different measurements, for example, correspondence among existing employees, potential talents, media, clients and even the clients and graduated class. An employer brand can offer organizations to contend effectively in the work some assistance with marketing and drive employee faithfulness through effective recruitment, engagement and retention hones. Pretty much as a client brand proposition is utilized to characterize an item or administration offer, an employee value proposition (EVP) is utilized to characterize an organization's employment offer. Moreover the showcasing disciplines connected with brand management have been progressively connected by the HR to attract, draw in and retain talented competitors and employees.

## II. REVIEW OF LITERATURE

Ambler and Barrow (1996), in their paper presented a defense for the helpfulness of employer branding, and reported the discoveries of semi-organized profundity interviews with respondents from 27 organizations about the importance of branding to human asset management. The creators found that employees in the work environments have more experience in deconstructing any interchanges of the organization. These have made them bosses of incredulity with regards to the ordinary parade of internal interchanges messages and instruments. They reason that branding has pertinence inside of the setting of employment.

Moroko and Uncles (2009), in their study on components that shape and sustain the employer branding process, reported an examination of the systems that shape and propagate the employer branding process. Different components have been recommended in the employer branding writing, chiefly in view of standardizing standards.

Day break and Biswas (2010), Studied the idea on employer branding furthermore analyzes how Indian organizations with a positive corporate notoriety can attract and retain employees. It additionally centers to clarify the significance, pertinence, result and making an effective employer branding methodology of Indian organizations. An effective employer brand is vital for increasing competitive advantage. Progressively, Indian partnerships are turning out to be deliberately strategic to use the employer brand to attract and retain talent for their development and development. The expanding concentrate on competitive advantage is driving numerous Indian firms to reevaluate their employer brands.

Hodges Detuncq (2013) gives incorporated talent management (ITM), which tries to achieve employee capabilities that build business execution, with spotlight on execution management, learning and development, progression management, engagement and retention, workforce arranging, and talent obtaining. The usage of ITM scorecards as talked about in the writers' book "Coordinated Talent Management Scorecards: Insights from World-Class Organizations on Demonstrating Value" is additionally examined.

The organization should grow Employee value proposition and employer branding thought. The work power masterminding, execution examination, competency mapping, capacity affirmation should done productively.

Employer branding is a by and large new approach toward selecting and holding the best human capacity within an enrolling circumstance that is ending up being dynamically forceful. The term is much of the time used to portray how organizations promote their offerings to potential and existing employees talk with them and keep up their commitment "progressing both inside and outside the firm, a sensible point of view of what makes

a firm particular and attractive as an employer" (Backaus and Tikoo, 2004, p. 120). Employer branding can be a critical thought for both chiefs and researchers.

As indicated by the CIPD (2008) employer branding is an arrangement of traits and qualities – regularly impalpable – that makes an organization unmistakable, promises a specific sort of employment experience, and speaks to those people who will flourish and perform to their best in its culture. Sullivan (2004) characterizes employer branding as a focused on, long haul methodology to deal with the mindfulness and impression of employees, potential employees, and related stakeholders as to a specific firm. Armstrong (2006), likewise fights that, employer branding is the making of a brand picture of the organization for forthcoming employees. It will be impacted by the notoriety of the organization as a business or supplier of administrations and in addition its notoriety for being an employee.

As indicated by Ritson (2002) organizations with solid employer brands can conceivably lessen the expense of employee procurement, enhance employee relations, expand employee retention and even offer lower pay rates for equivalent staff to firms with weaker employer brands. Gatewood et al. (1993) found that view of an organization's picture is a noteworthy indicator of choices to seek after employment with that organization utilizing brand as a part of the connection of employment, employer brandloyalty was observed by numerous to be a helpful idea to be connected. Brand unwaveringness is the connection that a shopper has to a brand (Aaker, 1991).

Slope and Tande (2006) portrays Employee Value Proposition as "the give and the get" amidst organization and worker, joining every piece of the work experience from the organization's fundamental objective and values; to occupations, society and partners; to the full arrangement of total rewards programs.

## III. OBJECTIVES OF THE STUDY

The major objective of the study can be listed as

- Developing Asiatic Manufacturing as a unique employer in job market attracting the best potential talent in the industry.
- Building a distinct brand and brand image for Asiatic Manufacturing and
- To bring more awareness about the activities and business undertaken by the company.
- Retention of the existing employees and imparting long term commitment to the firm.

## IV. RESEARCH METHODOLOGY

This research is both empirical and intangible in nature. In order to achieve the above said objectives the following methods were used to collect data

- Exit Interview Analysis
- Focus Group Discussions
- Head and Leaders Inputs
- Brainstorming

In human asset management, a post-employment survey is a study that is directed with an employee when he or she leaves the organization. The data from every overview is utilized to give input on why employees are leaving, what they loved about their employment and what regions of the organization need change. Post-employment surveys are best when the information is aggregated and followed after some time. The post-employment survey fits into the partition phase of the employee life cycle (ELC). This stage, the last one of the ELC, compasses from the minute an employee gets to be separated until his or her takeoff from the organization. This is the key time that a post-employment survey ought to be regulated on the grounds that the employee's sentiments in regards to his or her flight are new personality the top of the priority list.

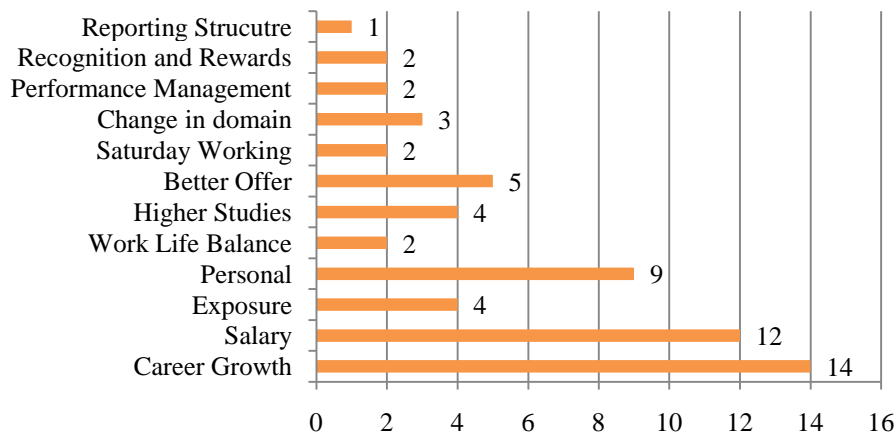
## V. ANALYSIS AND FINDINGS EXIT INTERVIEWS ANALYSIS

**Tool: Secondary Data - Exit interview of ex-employees from the year 2011- 2014.**

- The first step started by finding out the turnover ratio in various all the levels of employees of Asiatic Manufacturing. The level at which the attrition rate is maximum turned out to be L4.
- The second stage analyzed the exit interview of L4 employees (Highest attrition level) in detail including. The sample size taken for L4 level exit interview was 40.

Reason for Resignation	No of Employees
Career Growth	14
Salary	12
Exposure	4
Personal	9
Work Life Balance	2
Higher Studies	4
Better Offer	5
Saturday Working	2
Change in domain	3
Performance Management	2
Recognition and Rewards	2
Reporting Structure	1

### Reasons for Resignations



**Figure 1: Reasons for Resignations**

From the above data the critical factors were identified are summarized as below:

- 1) The graph in Figure 1 depicts that 14 out of 40 employees has stated that lack of Career Growth is a major reason for leaving Asiatic Manufacturing and a 16 out of 40 employee rated Career Growth as the major expectation from Asiatic Manufacturing as an employer.
- 2) Salary structure is been ranked as second factor for both reasons for leaving the organization and

expectation from Asiatic Manufacturing. As In Figure 1 it is 12 out of 40 employees and In Figure 2 It is 10 out of 40 employees.

- 3) The areas highlighted such as information flow related to business and production is identified as critical areas. More than 50% of the employees lack information related to the foresaid areas. As information flow is essential to reduce interdepartmental friction and the progress related to overall aspects of business brand the firm within current employees.

- 4) Communication between the superiors and the subordinates is highlighted as 87.5% were of the opinion that it's only bottom up. It reduces the morale of the employees and lack of clarity at work.
- 5) Considering the areas analyzed in the exit interviews and for initiating the drive "Employer Branding" among the employees the below mentioned areas were discussed and tested in the Focus Group Discussion.
- Career Visibility.
  - Scope of Job Rotation.
  - Information flow among different departments and organization in general.
  - The Edge which Asiatic Manufacturing employees possess when compare to those who work in same area of expertise in a different firm.
  - Asiatic Manufacturing being branded as a potential employer and internal branding among employees.

Analysis of Data of Exit Interviews						
No	Critical Areas	Response (%)				
1	Compensation and Reward System	Excellent 0%	Very Good 12.50%	Good 40%	Average 35%	Poor 12.50%
2	Appraisal System	Very Effective 3%	Effective 57.50%	Not so Effective 28%	In Effective 8%	No Response 5%
3	How is your immediate supervisor?	Autocratic 4%	Bureaucratic 3.50	Nuturant 30	Benevolent 45	Democrati c 18.50
4	Communication between superiors and subordinates	Only Top Down 10	Only Bottom Up 87.50	Both Ways 3	Lateral 0	Informal 0
5	Professional growth	Excellent 2.5	Very Good 5	Good 73	Average 8	Poor 12.50
6	Level of communication	Excellent 13	Very Good 30	Good 50	Average 7.5	Poor 0
7	Information on overall business	0 - 20 % 28	20 - 40 % 28.50	40 - 60 % 23.50	60 - 80 % 23.50	80 - 100 % 21
8	Information production related	0 - 20 % 13	20 - 40 % 17.50	40 - 60 % 43	60 - 80 % 28	80 - 100 % 0
9	Relevant office communication	0 - 20 % 8	20 - 40 % 3.50	40 - 60 % 28	60 - 80 % 45.50	80 - 100 % 16
10	Critical events related information	0 - 20 % 5	20 - 40 % 7.50	40 - 60 % 20	60 - 80 % 37.5	80 - 100 % 27.50
11	Team work in work place	Excellent 0	Very Good 5	Good 25	Average 43	Poor 2.75
12	What do you think about enforcement of discipline	Very Strict 28	Strict 45	Egalitarian 25	Lenient 0	Very Lenient 2.5
13	Freedom to use your own judgment to do job effectively	Yes 48	No 7.50	Partially 35	No response 10	
14	Equipment facilities to do work	Yes 95	No 5	Partially 0	No response 0	
15	Personnel and welfare need met	Yes 85	No 10	Partially 5	No response 0	

Figure 2: Analysis of Data of Exit Interviews

A focus group discussion on employer branding was conducted at Asiatic Manufacturing. Focus group discussion was conducted among 10 employees selected on the basis of nominations from each department to get their view and suggestions on Asiatic Manufacturing being recognized as a brand among existing employees and the potential employees and following is gist of the interaction.

- There is a huge scope for job rotation in Asiatic Manufacturing as it breaks monotony and it also contributes in lowering the existing turnover ratio.
- Lack of Individual career development plan prevailing in the organization was addressed which supports the conclusion derived from exit interview analysis.
- Consistency in Reward and Recognition system.
- Organizing Guest Lectures by Asiatic Manufacturing in targeted college.
- A shift from people oriented to process oriented system.
- Apprentices after robust training in Asiatic Manufacturing can be referred to prospective customer.
- Transparency among employees within the department needs to be improved.
- Proper performance management system to be followed in Asiatic Manufacturing.
- Right and equal opportunity to everyone in the organization to exhibit their skills and inherent talents.
- Providing targeted colleges with machinery and tools required in college lab.

## VI. SUGGESTIONS FOR THE CASE

### 6.1 Suggestion 1: Building Workforce

Asiatic Manufacturing recruits Apprentice for one year in both Dynamic Engineering and Reiter Automation. Asiatic Manufacturing can elude these Apprentices to Prospective and existing clients to meet the labor needs of them which assist them to get more business to the firm. The referral program brand Asiatic Manufacturing as a completing school which bestows solid Robust Training in sought ability required for Reiter Automation.

### 6.2 Suggestion 2: Brand Awareness

Visitor addresses to be sorted out in target organizations tossing light on different tasks attempted by Asiatic Manufacturing. A Senior Management Team part can give a head talk in tier 1 foundations and Middle Management Team part can address the tier 2 organizations. As a piece of Branding building among the potential talents HR work force can go with the Guest address group and appear to them recordings of longstanding employees, business handle and learning.

### 6.3 Suggestion 3: Integrated Approach

Large portions of the understudies don't know about Asiatic Manufacturing and its exercises. In a joint effort with its foundation a three day workshop can be led for BE Mechanical graduates in third/fourth year in Hydraulics and pneumatics by showing them with a study unit created in Asiatic Manufacturing. Study pack can be left in the school lab for future reference for understudies. It is a solid stage to brand Asiatic Manufacturing among potential hopefuls.

### 6.4 Suggestion 4: Internal Branding

1) For the Internal employee's occupation turn prepares them to build their own vocation way. Employees increase rich experience in taking care of different capacities and can fill in for people who are ensuring so as to miss there the Business to be more process situated. It likewise helps in better comprehension of business process and enhances interdepartmental coordination. Job revolution encourages to make a pipeline for employees arranged towards authority parts. Work pivot is like a retention apparatus which will help in enhancing the spirit of employees.

2) Singular vocation development arrangement will guarantee better profession perceivability to employees as there is absence of clarity in regards to the key result range with imparting to employees in first quarter & profession development arrangement among the current employees.

3) Conveying sustainability to existing reward and acknowledgment framework in Asiatic Manufacturing will help the confidence of the employees and in this way enhancing the dedication of employees to the employer.

4) Asiatic Manufacturing website should be updated and can include testimonials of employees, college events conducted including the cultural events conducted in Asiatic Manufacturing.

## VII. CONCLUSION

The research dissected and proposed Asiatic Manufacturing with the different techniques that they can receive for employer branding which will help them to accomplish their destinations and the same can likewise be stretched out to the whole Asiatic Manufacturing which incorporates around 3 distinct brands and organizations. This research can likewise be stretched out to other assembling units. The research can likewise be stretched out to different commercial enterprises extraordinarily the IT and ITES where the whittling down is high and best practices can be shared among the businesses.

An employer brand will keep on developing and create after some time and requires progressing consideration. The best employer brands perceive the changing needs of their workforce and shifts in observations. Apparatuses, for example, employee fulfillment studies,

employee workshops and post-employment surveys can all give important understanding. Effective employee branding programs likewise bring about expanded employee fulfillment and lessened staff turnover.

Organizations taking part in fruitful employee branding endeavors are likewise liable to profit by larger amounts of consumer loyalty and unwaveringness, and a great general notoriety in light of the fact that the craved brand picture is by and large reliably reflected by employees. In the end, the way to an effective employer brand is to guarantee that desires are completely connected with the substances of working for the organization.

The EVP development and conveyance involves an interest in time and engagement from over the business. In any case, a very much shaped EVP gives numerous benefits including better attraction and retention of key talent, centers the HR plan, makes a solid employee brand and can re-draw in a disappointed workforce.

The fruitful production of an employer brand advances a positive picture of the organization as a decent work environment. Over the long haul it pays rich profits to the firm by making a good employee value proposition (EVP) in the occupation market furthermore internal benefits through upgraded efficiency, employee fulfillment and retention. Talent Management and Employee Value Proposition (EVP) of the organization to ensure that the organization can effectively get and retain the crucial talents.

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