Employer Branding Strategies to Attract and Retain Talent (A case study of Indian corporate hospitals)

[I]Chaitra.M.P, [II]Dr.T.P.Renuka Murthy
[I]Assistant Professor, GSSSIETW Dept.of MBA, Metgalli, Mysore, Karnataka, India.
[II]Professor of Management Dept. of MBA, Visvesvaraya Technological University PG Centre Sathgalli layout, Ring road Mysore. India

Abstract

Rising competition in the global business environment compels the organisations to develop competitive advantage over other organisations. To combat in this situation the Indian corporate hospitals are now positioning themselves as —brands not only to sell their products and services but even to recruit new talents and to retain the best employees with them. Employer branding communicates the identity of an organisation to the public. It is the process of placing an image of being a —great place to work in the minds of prospecting and existing employees. Various studies have explored the benefits of being an employer of choice and highlights that employer branding can contribute significantly to overall business performance. Employer branding is also viewed as the magic pill for challenges such as a difficult talent climate and shrinking talent pools. In recent years employer branding has gained popularity among the HR practicing managers as an important strategy to build organisation sustainability. This paper discusses the various initiatives by the Indian Corporate Hospitals which resulted in employer branding.

Keyword

Employer branding, Indian corporate hospitals, branding strategy.

Introduction

Employer branding is the image a company projects as a potential employer. Companies with a strong employer brand are perceived as an excellent place to work, with attractive brand values and good career prospects. In today's fiercely competitive job market, establishing and maintaining a consistent employer brand is a crucial tool for attracting and retaining the right kind of talent in the long term. A strong, independent profile and positive perception as an employer makes it easier to recruit the very best candidates. By increasing their identification with the company and creating an emotional bond, it enhances the loyalty of highly-qualified and committed employees.

Employer branding is all about effectively communicating theorganization's values, personality and culture to create the desired perceptions. Employer branding affects every touch point the organization has with the employee, starting with the recruitment and on-boarding process. It then extends to every aspect of their employment including; training and development, support networks, the development of career paths and benefits and incentives, right through to their exit from the organization and beyond.

A clear and defined employer brand can offer significant benefits to theorganization. It can significantly improve application rates and put your company in the enviable position of having a wide pool of talent to choose from. In tight recruitment markets, where competition for the best talent is fierce, it can also help keep the organization top of mind, make your company stand out in a crowded market and provide compelling reasons to join your company rather than going elsewhere.

In companies where values, personality and desired behaviors have been deeply embedded across the organization employers are also likely to benefit from increased engagement from employees. Greater employee engagement and motivation has been shown to result in greater productivity and higher retention rates – all of which contribute to retaining skills and knowledge, and ultimately improving your bottom line. Increased engagement with the brand will also help build employee loyalty reducing the risk of losing the best people to competitors, and therefore avoiding the financial implications of recruiting and on-boarding their replacements.

Attracting new talent

Attracting new talent is the first stage of any recruitment process and whilst it is widely recognised that in order to attract applicants organisations need to promote the strongest attributes of the organisation, what many fail to recognise is that they may be fighting a losing battle if the pre-existing perceptions held by employees aren't addressed.

Consider every encounter a job seeker may have had with the organisation – these previous encounters will have already created an impression of the brand and could potentially determine whether they decide to even apply for a role or not. It is also highly likely a potential applicant will research your company, whether looking at the careers section of the company's website or tapping into the experiences of others on social networking sites, so it's crucial the information you provide, or the experiences of others, support your core messages.

By understanding existing perceptions and the people the company is trying to attract talented potential employees. For example, focusing on more than just technical requirements in job specifications and considering why a role would be attractive, what your organisation can offer (culture/worklife balance/benefits etc) and what would make you more appealing than other companies or opportunities goes a long way to developing a strong employer brand.

Retaining the best talent

A strong employer brand isn't just for attracting new talent, it also provides a compelling reason for the current employees to stay with the organisation. With extensive knowledge and developed skill sets, existing employees are an invaluable asset to any organisation and it's therefore worth investing time in building stronger relationships with this key set of stakeholders.

The employer brand should be reinforced regularly; employees need to be reminded of the qualities that first attracted them to the organisation. More importantly company has to deliver on the brand promises that had been made to the employees, whether

© All Rights Reserved, IJRMBS 2014

through reward and recognition, training and development or a clearly defined career path. Brand reputation is built on perceptions that are matched by the actual experience of engaging with the brand.

Objectives of the study

- To find out the employer branding practices implemented by Indian corporate hospitals
- To identify various employer branding strategy to attract and retain employees in the organization.

Research Methodology

This paper adopts case study method to take an in-depth analysis which focuses on the various activities and the initiatives of the top Indian Corporate hospitals to build their employer brand. Apollo Hospitals, Wochardt Hospitals and Narayana Hrudayalaya Private Ltd were selected for this study. This paper tries to elicit information on the employer branding strategies of these corporate service sector giants. The data extracted is analyzed and finally the result was drawn from it.

Literature Review

Employer branding became more important for organizations because the presence of a strong employer brand has positive effects on both the quantity and quality of applications (Collins & Han, 2004; Collins & Stevens, 2002; Fulmer, Gerhant, & Scott, 2003).

Ambler and Barrow first defined the concept of the employer brand as "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company" (1996: p.187).

Barrow and Mosley (2007) argue that employer branding can contribute to enhanced recruitment, retention, and employee commitment. Employer branding, both internal and external, promotes the aspects of the employer that differentiate the company from competitors (Backhaus & Tikoo, 2004). The employer branding strategy should be aligned with a company's overall corporate brand and customer brand strategy (Hieronimus et al., 2005; Wheeler et al., 2006; Mark and Toelken, 2009; as cited by Arachchige & Robertson, 2013).

The employer branding concept has the same characteristics as consumer and corporate branding; the brand has to be noticeable, relevant, resonant and unique (Moroko & Uncles, 2008).

Ambler and Barrow (1996) also argued that the employer brand: "has a personality and may be positioned in much the same way as a product brand" (p.9). This means that the employer brand should be consistent with its personality as seen by other parts of its business network and employees. Furthermore, both the employer brand and the consumer brand are about the perceptions of customers and employees (Knox & Freeman, 2006).

Barrow and Mosley (2011) state that the concept of employer branding is often only used to sell
the benefits of the employer as a great place to work'. According to the definition of de Bussy et al., (2002), employer branding seems to be about building an image.

The study of Rynes et al. (1991) showed that the employer brand image is primarily shaped by employees, instead of the recruitment activities and material of the company. This means that the employer image is largely dependent on the experiences of employees. The employer brand image consists of attitudes, and perceived attributes or beliefs about the brand-specific features that are relevant to the purchase decision (Keller, 1993).

Case 1 – Apollo Hospitals.

History and inception of the hospital

Apollo Hospitals is an Indian hospital chain which is based in Chennai India. It was founded by Dr.Prathap C Reddy in 1983 and has hopitals in many countries such as India,Bangladesh,Kuwait,Qutar etc. several of the group's hospitals have been among the first in India to receive international healthcare accreditation by America based joint commission international.

HR Vision

To be the globally preferred employer of choice

HR Mission

Our mission is to ensure a value based culture that will drive the much needed change towards creating employee champions for achieving better business results and delivering health care of international standards within the reach of every individual. We are committed to being the preferred employer of choice who creates brand pride in every employee by providing a work environment that motivates and invokes passion.

Employer Branding Strategies to attract and retain employees

- Young leadership award
- Executives performance bonus
- Employee of the year award
- Service excellence award
- Attendance award
- Honesty award
- Best performer of the month

Employer Branding Awards

Sl no	Tittle	Award	Year
1	Great Place To Work	Gallup Award	2014
2	Excellence Award for Human Resource Management	Hospital Management Asia	2014
3	Breakthrough Innovation In Service Delivery	All India Management Association Awards	2013
4	Best HR	Asia HRD Awards	2013
5	Best HR Strategy In Line With Business And Award For Talent Management	Employer Branding Institute India	2012
6	Best In Diversity And Impact Management	Asian Leadership Awards- World HRD Congress	2011
7	2ND Asia's Best Employer Brand Awards – Innovation In Career Development	Employer Branding Institute – India	2011

© 2014, IJRMBS All Rights Reserved

Case 2: Wochardt Hospital Limited.

History and Inception of the hospital

Wochardt Hospitals was incorporated on 28 August 1991 under the Companies Act, 1956 as a public limited company. The Company was originally named First Hospitals and Heart Institute Limited. On 11 September 2000 the name was changed to Wochardt Health Sciences Limited and subsequently on 19 October 2000 the name was changed to Wochardt Hospitals Limited.India's 5th largest Pharmaceutical and Healthcare Company with a presence in 20 countries across the globe.

Employer branding Strategies to attract and retain employees

- Recognition for teamwork
- Competitive salary
- Career guidance
- Highest priority to training and development
- Motivation programme

Employer Branding Awards.

Dream Companies to work for Awards 2016	ABP News HR & Leadership Awards	Global HR Excellence Awards	Employer Branding Awards
Dream Employer of the year – 4th Rank	Best overall Talent Management Organization of the year	Organization with Innovative HR Practices	Award for Innovation in Career Development
Organization with Innovative HR practices	HR Excellence Award for Learning & Development	Best Service provider in HR	Award for Excellence in Training
Award for Talent Management	Excellence in Employee Engagement	HR Leadership Award	Award for Continuous Innovation In HR Strategy At Work
Award for Best Service Provider	HR Business Influence Leadership Award	Contribution to the Field of Training & Development	HR Professional of the Year
HR Leadership Award			Award for Talent Management
			Award for Best HR Strategy in Line with Business
			Award for Innovative Retention Strategy

Case 3 – Narayana Hrudayalaya Private Ltd

History and Inception of the hospital

Narayana Health Group was founded in the year 2000 by Dr. Devi Shetty and was established under the guidance of the Asian Heart Foundation. Today, it has 31 hospitals in 19 locations. Today, it runs 31 hospitals across 19 locations. In 2013, Narayana Hrudayalaya Pvt. Ltd. officially changed its identity to Narayana Health. The hospital chain is currently run by Chairman, Dr. Devi Shetty and Vice Chairman, MD & Group CEO, A Raghuvanshi. The head quarter is in Bangalore. The hospital chain is one of the largest telemedicine networks in the world

Employer branding strategies to attract and retain employees

- Good ambience & working environment
- High priority for on the job training
- Leadership development programme
- Flexible work timings
- Approachable & Friendly management

Employer Branding Award

Sl no	Award	Year
1	Healthcare Leadership award by stars	2015
2	Brand Excellence award by ABP	2014
3	Inc. India Innovative award	2013
4	Award for CSR	2013
5	India shining star CSR award	2011

Interpretation and Conclusion

In recent times most of the corporate hospitals are striving to achieve good employer brand image so as to attract and retain talented employees in the organization. Every potential employee wants to join an organization only if it is a dream place to work for, with all the benefits and facilities. Apollo hospitals have built a very good employer brand image. the main branding strategy is built by motivating the employees through awards such as performer of the month, honesty award, attendance award etc. by this the employees are motivated to work better and they are also satisfied and content that their hard work is been rewarded and appreciated. In wochardt hospitals limited main focus is given on paying the employees well and also more focus is given on employees career guidance. In Narayana hudayalaya private ltd the ambience and work environment given to the employees is very nice hence making the place a dream place to work. All the 3 hospitals have got various awards in the past with respect to their employer brand building strategies. Health care sector is

© All Rights Reserved, IJRMBS 2014

fast growing and very dynamic. There is shortage of potential employees in this sector. Hence it has become a necessity for health care sector to build good employer brand image to attract and retain competitive employees.

Reference

[1]. *Ambler, T. & Barrow, S. (1996). The Employer Brand. Journal of Brand Management, 4/1996.*

[2]. *Moroko, L. (2008). Uncles M.D.: Characteristics of successful employer brands. Journal of Brand Management. 16(3).*

[3]. *SHRM (2008). The Employer Brand: A Strategic Tool to Attract, Recruit and Retain Talent. Society for Human Resources Management. April/June 2008.*

[4]. *Nasscom-HR Connect (2006), ―Employer Branding‖, Issue 2, June 2006, Accor Services*

[5]. *Richard Mosley(2009), ―Employer Brand: The Performance Driver No Business can ignore‖*

[6]. *The Society for Human Resource Management (2010),―Employer Brand in India*

[7]. *Anjali Prayag (2006), ―`Employer branding key to attract talent'‖, Business Line*

[8]. *Kristin Backhaus and Surinder Tikoo (2004), ―Conceptualizing and researching employer*

[9]. *Branding‖, Career Development International, Vol. 9 No. 5, 2004, pp. 501-517, Emerald Group Publishing Limited.*

[10]. *The Society for Human Resource Management (2010),―Employer Brand in India*

[11]. *Website of Narayana Hrudayalaya Private Ltd*

[12]. *Website of Wochardt Hospital Limited*

[13]. *Website of Apollo Hospital*

[14]. *www.narayanahealth.org/employee-testimonials*

© 2014, IJRMBS All Rights Reserved