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CHAPTER- II

EMPLOYER BRANDING- A CONCEPTUAL FRAMEWORK

In the recent years in organizations, competition concerning attracting and retaining the best possible competent employees has increased significantly. This competition will increase even more since the worldwide population ages because in the world population nearly 60 percent employees are in the age of 20-60 years and this will decrease in near future to 45 percent. In market minted with high competition, obtaining and retaining right employees becomes increasingly difficult as applicants per vacant post decrease. The competition for the best employees will be as important as the competition for customers in future. Hence there is an increased need for organizations to develop strategies essential to ensure that their employee will remain in the future. In this regard strategies are needed can be summarized under the name of employer brand.

Employer brand is, just like any other brand, about creating an identity and distinction in the perception of the target population. The only difference is that the product is employment. In simple words it is the brand that distinguishes the organization perceives organization as employers. The recognition of employer branding as a necessary strategic discipline has increased in recent years along with the amount of research on the subject. Rising from the field of marketing and embracing various organizational disciplines such as HRM and organizational behavior, employer branding should be regarded as a dynamic entity. A study states that by creating strong employer brand an organization can attract new employees as well as assure that present employees are involved and engaged in

the organization's culture and strategies. Further it states that employer branding is to be an important tool to gain a competitive advantage. Though employer branding holds similarities with both corporate and product brandings, two main differences distinguish the disciplines from each other. Firstly, the employer brand specifically relates to the employment experience in establishing the organizations identity as an employer. Secondly, employer branding is more complex in regard to consumers, as it is directed at both internal and external audiences, where the corporate and product branding primarily focus on external audiences. To develop a thorough understanding of employer branding, the following sections will examine employer branding at different angles. The foundation of employer branding constitutes the context from the origins of employer branding as well as how it generates value for organizations. Further, the section looks into various organizational disciplines involved in the employer branding process and their impact on the concept. Finally, a review critical literature on the evolution of employer branding is undertaken before introducing a visual depiction of contemporary employer branding principles and factors influencing the process. Due to the nature of the study, it is important to note that, wherever necessary, the review of literature below will focus more intensely on external parameters of employer branding i.e. as a strategic recruitment tool rather than on the internal employer brand process. The internal aspect will however be represented to understand the study in its totality.

BRANDING

In the marketing literature, branding is defined in different ways. Kotler defined that 'A brand is emotional and has personality and captures the hearts and the minds of its customers'. From the beginning the term 'brand' is used as marketing tool by the organization for the purpose of promoting the company's offering to the customer and to give the products or services an identity and thereby trying to distinguish themselves from their competitors. These brands are usually in the forms of signs, symbols or words and now the meaning of this term has evolved into practically anything that concerns identity and reputation.

Brands are among firm's most valuable assets. Hence making brand management is a key activity in the organization. Branding is also applicable in other areas such as human resources as employees by their behavior can contribute to strengthen the brand. Employer branding is an emerging technique which helps develop a positive image of the organization, keeping it as an employer of choice in the minds of existing employees and creating awareness and attraction in potential employees. It is also helpful in creating awareness and boosts company positioning on the minds of stakeholders. It is a wide-ranging organizational strategy which can effectively and efficiently fulfill the organizational goals and objectives. It takes the organizational ideology towards its employees. This helps in retaining current employees and also attracting potential employees. Employer branding strategy is the result of a long term strategy which ensures pursuance of vision of the organization. Employer branding conveys organizational value system, policies and practices, and also conveys level of expectations of employer from employees and vice versa. Number of studies underline the fact that in the potential labour market a firm that is more concerned about image building

influences its workers to think it is a 'great place to work'. Employer branding is a long-term approach by an organization focused on the organization of perceptions and awareness of employees, new and experienced, skilled and non-skilled, and the associated stakeholders. From the above paragraph it can draw a definition for the term employer branding as 'Employer branding is a coordinated and integrated effort of an organization to create a positive image about itself as an ideal place to work for and co-create a value proposition to potential employees, and existing ones in particular and also to all the stakeholders in general.'

CREATION OF EMPLOYER BRAND BY AN ORGANIZATION

Employer brand like all brands represents the emotional connection between organization and its members. Employer brand is an image created by an organization within and outside through its practices, policies and processes. Every organization has a brand image already existing among its employees. It is for organizations to understand the importance of making a deliberate and conscious effort towards building a strong employer brand. An employer brand does not mean being nice or creating a cozy creating leisure and luxury in the work place, but developing a realistic and comfortable understanding between the employee and the employer towards performance expectation, growth and development, profits and rewards etc. Employer brand could be developed by understanding the following factors:

- Establishing current and future needs of the organization
- Creating a positive work environment which encourages performance
- Developing effective and efficient channels of communications within the organization
- Setting clear goals and performance standards

- Evaluation and continuous monitoring of performance
- Creating synergy within the organization; encouraging teamwork.
- Creating an experience for current and potential employees

Organizations can maintain their edge over their competitors by developing employee abilities and skills as per the needs of the changing business environment. The business market is a highly competitive place and there are stiff competitions for talent. Developing employee capacity is now part of day to day practices without which organization faces the threat of being outdated.

When an employee enters the organization there are career and social expectations from the part of the employee. The organization in order to gain commitment of the employees has to pay enough attention to the expectations of the individuals. This creates a bonding of the employee to the organization and personalizes its goals and objectives becoming assets to the organization. This practice of the organization helps build the internal capability of the organization and creates a competitive edge. This edge could be achieved through efficient application of HRM practices.

Employer brand expresses the work culture within the organization and also communicates strongly the organization objective and the ways adopted to achieve its objectives. Employees as social beings do not respond to the values and beliefs mentioned in the organizational handbooks that are never practised but respond to principles and values practised within the organization by its systems and processes. Employees cherish the emotional connections within the organization which give them a sense of belonging and a sense of pride which result in passionate and committed effort towards the organizations' goals. This shapes the behavior of the employees with the highest level of integrity towards

organizational vision as explained in Ken Blanchard model of value and performance.

Employer brand is not a quick fix or a list of principles, values and beliefs but values ingrained in policies and practices of the organization. It is understood by the stakeholders without being told and formulates a response to the same. Employer branding has the potential to generate intensity to emotionally charge its members to work towards organizational success. There are common mistakes organizations tend to make which in turn create a wrong image. Some of them are mentioned below:

- Lack of management will and commitment
- Not involving employees in operational issues
- Non-fulfillment of commitments
- Lack of monitoring
- Lack of learning and development
- Lack of abilities
- Underutilization of organizational resources

SCOPE OF EMPLOYER BRANDING

There are many ways in which an organization can brand itself. Most of the time organizations do resort to a few of these unknowingly as well. This is because almost all the activities that an organization carries out have an impact on the perceptions of people have about it. However for a conscious employer who wishes to 'brand' itself in its desired way, the following are the reasons:

i) Recruitment

Employer's can brand very effectively during the recruitment process. This is mainly because this is one time when an organization reaches out to a large pool of potential employees. The company can brand by giving out pertinent recruitment advertisements and implement recruitment practices in the best possible way. An employer may show youth playing in the cafeteria in its recruitment advertisement if it wants to promote 'fun at work' culture.

ii) Selection

Even while selecting process, fine indication about the work culture and the processes in an organization can be let out. While a person comes to an organization to give an interview, that person consciously or unconsciously forms picture about the company hence care should be taken that any potential employee is treated courteously by all the touch-points in the organization. This is all the more important because perceptions and opinions are formed by these very small experiences that candidates have with the organization. Nowadays some of the organization call and keep in loop even those candidates who do not get selected in the organization. This kind of activities gives positive image about the company. Hence they speak highly of an organization even though they are not selected.

iii) Training & Development

The scope of branding during training and development is internal to the organization. The current employees have a certain level of expectations from their employer. When proper training and development opportunities are provided to them, they think highly about the organization. This results in a satisfied employee base which eventually spreads around the good word about the organization.

iv) Compensation & Benefits

Compensation and benefits to the employees are very effective ones even though this component seems to be a narrow one in the scope of branding. Most of the aspirers rate their overall compensation and benefits as one of the most important parameters in selecting an organization. Among the potential employees a few companies have been branded as very good paymasters as they have persistently worked towards developing such an image. A few innovations in the compensation structure can also help an organization in building a unique brand for itself. 'Infosys' was the first company in India to introduce ESOPs in the pay structure of its employees. This one is now also remembered and revered for this initiative.

v) Performance Management

Among the employees of new generation this is an aspect that is gaining prominence in branding since they are more concerned about enhancing their performance. Most of the talented employees prefer an organization where performance is valued over the organizations than it is given relatively less importance. Hence the organization has to establish and develop systems which are transparent and which encourage the overall improvement in the performance of an employee.

vi) Work Culture

For creating a strong employer brand one of the important parameters is providing excellent work culture in the organization. This has to be developed over time. Now almost all the companies are trying to earn a name for them with the highly unique and effective work culture that they have developed over a period of

time. This again leads to highly satisfied employees who spread the positivity and vibrancy of the culture to others.

Apart from the above mentioned parameters, some of the other parameters also are considered for developing a strong employer brand like work environment, organizational culture, symbolic benefits, work life balance, brand promise, brand communication etc,. The advantages in terms of economic, psychological, operational and functional benefits that are implemented through employment that can be analyzed by the employer also come under employer branding.

FACTORS AFFECTING THE EMPLOYER BRANDING STRATEGY

In the process of developing product branding strategy, lots of factors are involved. They are i) Nature of Business, ii) Nature of Market, iii) Target Reception, iv) Budget Flexibility, v) Long Term Mission of the Organization and vi) Organizational Structure. Like that in the process of development of Employer Branding for the organizations the following factors are involved. Every organization has an external brand and an internal brand. The external brand means the image that an organization projects among the customers, suppliers, investors, and the public. The internal brand is the image of the employers among the employees. With proper planning and execution, an employer branding initiative by an organization can generate lively dialogue between them and its employees, build a foundation for mutual working arrangement, and establish convincing reasons to commit to the arrangement.

External Branding

External branding refers to branding that is done by using external resources which may or may not require some investment that is monetary and in other forms. Generally for establishing external branding for an organization the following strategies may used.

i) Using Job Portals

Job seekers frequent Job portals in search of opportunities. Human Resource personnel who are part of recruitment have ample opportunities to use job portals to give an idea about good branding through different methods like Pop ups, advertisement ribbons etc.

ii) Banners

Banners are also helpful to promote employer branding. Banners can be of two kinds - Online Banner and Outdoor banners. Using online banners, organizations details are flashed on different web pages that have a far greater reach and outdoor banners also used to explode the details of organization among the public.

iii) Organizing seminars

Presenting the organization by organizing talks, presentations and seminars attract people towards an organization.

iv) Corporate Social Responsibility (CSR)

Corporate Social Responsibility refers to corporate getting associated with society to promote noble causes. Getting involved in charitable causes builds a good company reputation. This can be done by getting associated with

a Charitable Trust, Non-Governmental Organization, or some other public venture and also they have their own CSR wing to look after the operations relating to the field. Nowadays almost all the organizations are involved in CSR activities to get reputation among the public by showing their social responsibility.

v) Public events

Public events are one of the major ways of creating a brand image among the public. An organization can participate in public events that have a wide audience and be assured of a standing image among a crowd of brands or big names.

vi) News Papers

Branding can be done through newspapers as well. This helps target the local public through advertisements considering the individuals who read newspapers in daily circulation. The target readers, rapport of newspaper and the type of newspaper should be considered for efficient advertisement. If the target is only to recruit people for workforce requirement, advertisements in the jobs offers section can catch the attention of the people who are focused for a job change leading them to contact the company.

Internal Branding

Internal Branding is concerned with current employees' information about the employment experience and what is expected of them. This can affect the drawing of potential employees to the organization. Generally for establishing internal branding for an organization the following strategies may used.

i) Front office

Due attention needs to be paid to front office interiors and the quality of hospitality paid at the reception as a good first time experience leads to a lasting impression. A lobby that is kept neat and cleans with a pleasant receptionist draws good attention from potential investors, and employees.

ii) Stay Interviews

Human Resource department can always conduct inside interviews in which they can interact with employees and obtain details regarding employees career prospects, alignment with the company, their feedback regarding their concerned departments, etc. Internal feedback can be analyzed and required changes in Management principles made and any amendments to administration can be made to boost internal brand image of the company among its employees. By that way the organization can retain the talented employees.

iii) Exit Interview

The exit of an employee always carries a fair chance of initiating a chain reaction among other employees in the organization. By analyzing the reasons why employees leave, an organization can take alternative course of action to curb attrition rates.

iv) Employee Satisfaction

Employee satisfaction is always a very important factor for any organization to build a strong internal employer brand. A satisfied employee is a productive employee. The company should take initiatives to create a good and positive rapport with the company in the existing market.

v) Policy Formation

Policies should be formed in such a way that it holds good for long period of time. A frequent internal policy change sends a message to the outer world that a company is not consistent and reliable.

vi) Customer Orientation

Customers are always the most important factors in business activities. The workforce should always be motivated towards delivery of customers' perceived requirements

vii) Employee participation

Always try to ensure the maximum participation from the employee side, either in terms of internal events participation or external events.

viii) Employee Training

Organizations should impart proper training to employees before they are engaged in work. The training should be in all the aspects like policies, vision, mission and activities of the organization. Induction training programs for the new employees create a good picture of the organization.

SIGNIFICANCE OF EMPLOYER BRANDING

Employer Branding allows an organization to create an attractive image of itself as a distinct and desirable employer destination. Employer Branding serves as a management framework that can help to improve recruitment, retention and commitment, in addition to increasing productivity and the focus on priorities. The Employer Branding concept is based on the conviction that any organization can be seen as a brand. Similar to customer brands, employer brands offer employees a

variety of functional, economic and psychological advantages. The value of employer brands and customer brands depends upon differentiation from other brands and the visibility of the benefits offered by the brand. Because of several similarities, marketing research and techniques are required for both these. Employer branding offers functional, economical and psychological advantages. Hence it is considered as significance for the organization.

The three major benefits of employer branding are identified in various research programmes conducted and they are generally cited as being enhanced recruitment, retention and employee engagement or commitment. Further studies that have explored the benefits of being an 'employer of choice' (suggesting a strong employer brand reality, though not necessarily the conscious or explicit application of employer brand management) cite very similar benefits. While these improvements do not necessarily represent business benefits by and of themselves, there is a broad range of further evidence to suggest that these three factors can contribute significantly to overall business performance.

i) Helps to reduce costs

It is true that primary role of brand generally adds value. Strong employer brands can also help to reduce cost. It is proved in a study that there is a correlation between levels of employee engagement and cost of goods sold. The most significant area in which costs can be reduced is in recruitment. In addition to this in a study United States at Work 2000, human capital consultant, AON, estimated that replacing an employee costs half of his or her annual salary. In a organization, if the staff turnover is lower than that of their competitors it will provide an obvious advantage in terms of your cost base, and strong employer brands tend to enjoy higher levels of employee retention. A study in US by Hewitt Associates and

Vanderbilt University confirmed the relationship between strong employer brands and high levels of retention. This study also found that the average employee turnover rate of the Fortune 100 best companies to work for in America was 12.6% compared to general average of 26% resulting in significantly reduced recruitment costs. It all shows that a strong employer brand can reduce the cost in all the aspects of recruitment and retention.

ii) Customer Satisfaction

The rallying cry for many service organizations over the last decade has been 'living the brand'. This follows a recognition that differentiation in the marketplace is generally reliant on the overall quality of the service experience, and this experience is heavily reliant on the way in which employees behave towards customers. While employees' understanding of the customer brand proposition is clearly important, it is generally accepted that the motivation to truly 'live the brand' requires a more general commitment to the organization. Most research into the employee's role in delivering customer satisfaction has therefore focused on the broader concept of employee engagement and commitment to the employer brand. ISR's retail bank syndicate study (2003) identified that those branches with upper quartile engagement levels were associated with 20% higher levels of 'extremely satisfied' customers than those in the lowest quartile. Standard Chartered Bank's study of their own employee engagement and performance links similarly demonstrated that retail branches with highly engaged employees were 1.7 times more likely to achieve above-average customer satisfaction ratings.

iii) Favorable Financial Result

While reducing costs and increasing customer satisfaction provide a strong business rationale for focusing greater attention on the employer brand, the case ultimately rests on demonstrating a clear link between the strength of the employer brand, high levels of employee engagement and financial performance. Many of the retail studies quoted above have put a figure on the financial implications of higher employee engagement. The Sears study concluded that a 4% increase in employee satisfaction translated into more than $200 million in additional revenue. ISR's retail bank study also identified that a 10% improvement in employee attitudes/engagement to the organization would add 2.5% to the value of sales in the branch network per year. Standard Chartered Bank's study15 found that retail branches with highly engaged employees were associated with greater revenue growth (+6%) and greater profit margin growth (+100%).

There is a significant evidence to suggest that a strong employer brand, associated with higher than average levels of employee engagement, will help you to reduce costs, improve customer satisfaction, and ultimately contribute to better financial results. These are general business benefits that are relevant to all organizations. There are also a number of further potential benefits relating to specific life stages and 'rites of passage' for the organization.

EMPLOYER BRANDING AND ORGANIZATIONAL EFFECTIVENESS

Amidst the drumbeat of business model change is the growing recognition of the need for a shift in mindsets amongst HR professionals about how we treat 'context', and about the role of language in shaping this. For instance, the CIPD's recent report on Next-Generation HR emphasizes the need for 'insight-led' HR

leaders who are more alert to what is going on outside and inside the organization, and the ability to harness these insights in ways that improve business performance and employee engagement (CIPD, 2010). Employer branding and Organizational Effectiveness explore the active role of language in framing employment structures and activities. This is a matter often overlooked in management research and consultancy practice, which relies on a vocabulary of change framed by conventional mindsets and approaches. These tend to adopt a highly mechanistic view of strategic management, treated as something confined to senior management teams. However, as Sparrow and colleagues point out, strategy is 'not rational and never has been' and inevitably involves people at all levels of the organizational hierarchy.

Critical discourse analysis (CDA) is a relatively new method of enquiry within management studies, which usefully draws attention to the emergent properties of strategy making on how new vocabularies and 'story lines' crop up in organizational settings, and how they are appropriated and 'recontextualized' by participants. There are many different interpretations of organizational discourse. In this study, researcher uses the term to denote a distinctive vocabulary which constitutes a way of thinking, talking and behaving within the organization and what is intimately connected to broader social, economic and political contexts within which the organization is operating. From this perspective, discourse is not just about language but also about the actual practices and behaviors that go with it. There exist links between language and action. By recognizing that language is not neutral we come to know that it actively frames how we think, and what we say and do. On this basis it can be argued that a change in social systems requires a change in the mix and ordering of prevailing discourses at play. The quotations

from the most of the authors above draw our attention to the power of language in shaping our thinking and practice, reflected here in the narrow framing of HR work around business issues and the neglect about working with or for employees. The unfortunate tendency to use phrases like 'tea and sympathy' to describe employee-facing roles in HR, linked with the suggestion that strategic business partnership is the 'future' and any attempt to reclaim a space for talking about employee well-being is tantamount to dragging the profession back into the dark ages of 'welfare work'.

THE EMPLOYER BRAND AS A TOOL

Research has shown that human capital is becoming an increasingly important asset that creates competitive advantages for companies (Mosely, 2007) Lievens (2007) shortages in labour markets increase the importance for companies to attract, recruit and retain suitable employees. An employer brand can be used as an instrument to position the company as an employer. The EB strategy functions as a means to communicate characteristics of the workplace and how the firm differentiates an employer from other organizations and therefore becomes a competitive advantage. The employer brand is used both to attract potential employees and to ensure that current employees are committed to the organization. The purpose of the employer brand is to present the organization's philosophy regarding human capital. EB produces brand associations and brand loyalty and when conceptualizing EB they created a model which shows that a firm's brand image is built upon brand associations and the image will have impact on the attractiveness of the firm. Firms need to develop employer brand associations in order to create the brand image and the image presented by the employer has impact on the applicant attraction in the recruitment process. An individual who

identifies oneself with the image of the company, is more prone to apply for a position. Therefore it is important for firms to communicate their employer brand in order to attract applicants that are considered suitable for the company and the specific position (Backhaus & Tikoo, 2004).

POSITIONING IN THE AREA OF HUMAN RESOURCES

In the internal perspective the employer brand is directed at current employees, while the external focus is on other stakeholders, and primarily potential employees. The retention of current employees as well as the attraction and recruitment of new employees is a core process related to the HR department (Morocko & Uncles, 2008). The business environment that organizations act in is dynamic and continuously changing, which makes the acquisition of competent employees with technical skills vital. Since the competition among organizations for qualified human resources is intense, companies need to distinguish themselves from others. One of the activities of the HR department is to manage the recruitment process, and the employer brand can be used as a tool to attract applicants to the company. The role of developing and communicating the employer brand is therefore often assigned to the department of HR (Barrow, 2005). In the area of HRM the development and communication of the employer brand is expanding and they are most suitable since they have an overview of the organization and are equipped with the managerial insights needed. Morocko and Uncles (2008) consider the department of HR responsible for attracting and retaining suitable employees and suggest that the employment experience should be considered a product, which indicates that the HR department is assigned the role as developer and manager. The mission of the HR department, in the context of EB, should therefore be to establish the foundation of the employer brand and

communicate it to potential and current employees to maintain growth within the firm.

CHARACTERISTICS OF SUCCESSFUL EMPLOYER BRANDS

Employer branding can be used by Human Resources as an instrument in the recruitment process to attract and recruit suitable people to the organization. However, for the employer brand to be a competitive advantage, it needs to fulfill some criteria. A study claims that there are similarities between Employer Branding and other types of branding, such as product branding and corporate branding and they characterize successful brands through attractiveness and accuracy, which they claim is also applicable on successful employer brands. This implies that a strong employer brand is characterized by being known and noticeable, relevant and resonant, and differentiated from its competitors. Between the employer and the employee there is also a psychological contract and the expectations regarding obligations for both parties are settled during the recruitment process. The employer is supposed to offer and provide the employee training and development, in exchange for the employee's performance. If the psychological contract is fulfilled, a high degree of loyalty and engagement of the employee are concerns of the firm.

Functional and Symbolic Benefits

Backhaus and Tikoo (2004) divide the employer brand image into functional and symbolic benefits. Functional benefits describe components that are objectively desirable, such as the salary and economical benefits whereas the symbolic benefits are related to the subjective perceptions of the company and are identified as associations, ideas and feelings. To communicate these benefits, and

emphasize the symbolic ones, EB can be used as an instrument to communicate benefits of a brand to potential employees (Backhaus & Tikoo 2004). By conveying the specific attributes for example innovativeness and flexibility connected to the brand, organizations can develop a strong and positive employer brand that will attract individuals suitable for them. The expression of symbolic benefits is crucial in industries where the functional differences between organizations are insignificant. EB can then be used to differentiate the company, as an employer, from others. In the context of recruitment the potential employees will find the organization more appealing if it possesses the attributes that the applicant finds important.

Realistic Promises

A study suggests that the values presented by the organization need to be adequate and honest. The information provided is both potential, and the existing employee has to be realistic and realizable. If the message delivered through the employer brand is exclusively positive and the promises made unrealized, there is a risk that the dissatisfied employees will increase the employee turnover negatively affecting employer brand. The information concerning, for example, organizational culture needs to be accurate in order to enable high employee retention. This is confirmed by Morocko and Uncles (2008), who explain that the values inherited in the brand have to be accurate and delivered continuously. It is also consistent with the views of other authors who argue that the properties and values of the employer brand need to be implemented into the leadership and management processes in order to be sustainable and accurately functioning. Hence employer brand management functions as a means of translating and communicating the values into the everyday work of the employees.

COMPLIANCE TO INTERNALIZATION

The intent of employee branding programs is always the same; to get employees facing inwards and also facing outwards to display, perform, and enact 'on brand' behaviors. But there are different ways to achieve this goal. Organizations can ask employees to comply with certain expectations about their behavior, and they can train or teach employees to internalize the desired attributes so that these attributes are expressed in their behavior as naturally attributed to themselves. Further the more the 'work' moves from physical labor into intellectual and emotional labour, the more the organizational systems move from a compliance orientation to an internalization orientation. Compliance is generally thought to be more desirable (from the organization's point of view) because the organization can worry less about supervision. And, when attributes are internalized, they are expressed through employee behaviour with less conscious effort and less 'work' on both the employee's part as well as that of the organization.

Sometimes, influencing behaviour is not enough, and organizations want employees to think from the organization's point of view. They want not only 'on brand' behavior, but also 'on brand' thinking. Organizations get 'on brand' thinking by teaching employees to internalize the organization's priorities and values as their own. Some organizations ask employees to develop a sense of themselves as being like the organization (having similar attributes). This identification with the organization dissolves the boundary between 'who the organization is' and 'who I am'. Instead of asking "What's good for the company?" employees learn to ask "What's good for us?" Thus, it becomes natural for the branded employee to put the organization's interests first.

This identification of oneself with the organization, or the imprinting of the organization's values on top of the individual, can be fine when the interests of the organization and the employee are aligned and are complementary.

EMPLOYER BRANDING IN INDIAN CONTEXT

Employer to employee relationships has undergone a paradigm shift over the past few decades. The war for talent has meant companies jostling for space in an increasingly crowded job market where skill is at a premium. A successful employer branding strategy can have a far reaching impact in increasing the number and quality of applicants. With companies like Infosys, TCS, Tata Steel, CEAT figuring prominently in establishing their brand as the best place for working and also attracting the best talents across the world, one can safely surmise that wooing talent is the latest battle to be fought. This can happen only when an employee perception can be created that their workplace is attractive. Current generation companies seek to do this by a strong learning culture and leadership development strategy. Employer branding is a distinctive and relevant opportunity for a company to differentiate itself from the competition by creating its brand factors as a USP for employee satisfaction and happiness resulting in retention, productivity and efficiency. Employer branding is a long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regard to a particular firm. The employer brand puts forth an image showcasing the organization as a choice place to work. This means involving employees at all levels in the development of the brand so that it accurately reflects both the realities and aspirations of the business and its workforce. In the globalised economy, the world has witnessed the dramatic entrance and success of Indian corporate in

the global marketplace. With the continued influx of multinational corporations in. India as well as Indian corporations expanding beyond their own borders, the opportunities for India to contribute to the world economy have significantly increased, with the likelihood of favorable outcomes for "Brand India" in the domestic and international markets. Thus, as India surges forward to make a wider mark in the world, the employer brand as a strategic HR tool will take on greater importance in Indian organizations on how it is developed, communicated and marketed. Major Indian companies are solidifying their brand to tap the tremendous growth potential that diverse markets provide. In product marketing, consumers make purchase decisions based on their brand perceptions and expectations of the brand experience. In the same way, for enhancing the brand image of these companies, employer branding not only will enhance and solidify corporate reputation for fairness, inclusion and opportunity for all, but also motivate a higher degree of productivity at work. Employer branding closely relies on marketing concepts for highlighting the positioning of a company as an employer. The 'customer' here is the 'employee/potential employee', while the aim remains the same: attracting new customers while retaining the current ones. Also, just like a consumer brand, the employer brand highlights the emotional and rational benefits that the employer provides to the employees.

DIMENSIONS OF EMPLOYER BRANDING

In the last two decades, extensive studies have been conducted which have helped us to identify some key factors of employer branding. Different authors have proposed different dimensions of Employer Branding. Some of these are mentioned below:

i) Retention

Managing turnover as well as retaining top talent is considered to be a primary concern to companies. The staff turnover is the movement of employees across the boundaries of a company. Retention however focuses on keeping the talent that contributes to the success of the organization. In this work, the author focuses on minimizing turnover and enhancing retention. Retention management has become a common topic in HRM literature. Globalization and liberalization facilitate employees easily changing jobs, switching functions and even industries, making retention of staff a challenge. Companies that have lower turnover rates compared to the industry average may have a competitive advantage. "The conventional assumption" of turnover claims that companies that are incapable of retaining top talent will not be able to succeed in the long run. Hence the main task of retention management is to do everything possible to prevent it. Literature has identified reasons why especially in the 21st century turnover rates have increased and why retention is crucial. Literature discovers the reasons to be the shortage of skilled and professional employees, predicting labour shortage due to demographic shifts, changing expectations of the new workforce, workforce diversity, entrepreneurial practices, inadequate educational programmes and increased competition. All the above may create a demand for workers with skill sets that may not be available immediately when employees leave an organization. This highlights yet again the importance of retaining workforce in long term

The most common negative impacts that have been identified to be the external and internal impacts in addition to costs is that, high turnover may negatively influence the reputation of the company perceived by the external markets (potential employees) making recruitment strategies difficult and

deteriorating the image of "employer of choice". Internally high turnover may result in "demoralization" or in the suffering of the "survivors' syndrome", a condition when the ones who remain in the company may question their own position in the organization and may start looking for other work opportunities.

The reasons of voluntary turnover can be caused by external opportunities or dissatisfaction factors. The theoretical framework for these concepts is based on framework introduced by March and Simon theory of organizational equilibrium in which the desirability and ease of movement are the two main drivers of voluntary turnover. Desirability of movement depends on job related attitudes and internal opportunities and is also known as job satisfaction The basic assumption is people stay if they are satisfied with their job, colleagues, the organization in general and line management. Job satisfaction is described to be a general cognitive evaluation of the overall work experience and fulfillment of basic employment needs. Ease of movement derives from external factors such as perceived availability of alternative jobs and unemployment levels.

ii) Compensation and Reward

The importance of pay, compensation and reward has been widely discussed in academic literature and recent studies have highlighted a link between rewards and retention. Pay and received money influence a person psychologically, economically and sociologically in the form of status and standard of living making it presumably relevant to any individual. Pay has been defined as "money and its equivalents which employees receive for their services to the employer". The importance of pay seems to have contradictory views. According to economists, based on the basic law of supply and demand, low paying companies will suffer from workforce shortages and employees will avoid working for them if

they can have a higher paying job. Thus paying above the market rate would increase retention. Furthermore the claim that monetary reward relate to retention as employees rely on receiving fair rewards for their efforts whereas they leave if they receive greater rewards elsewhere.

However other benefits on top of pay such as health care or pension schemes could be even more relevant. Although the basic assumption is that most people have jobs to earn money, HR practitioners and psychologists believe job satisfaction and organizational commitment play a role in decreasing turnover due to poor commitment. Additionally, empirical research by Griffeth *et al*. (2000) shows pay levels and pay satisfaction to be weak drivers leading to search of alternatives. Employees who are dissatisfied with their jobs would not stay much longer even if they were to receive a pay increase. Perceived fairness is considered important when analyzing pay and its relation to retention. CIPD (2010) reminds "people who feel they are treated unfairly or perceive distribution of rewards being illogical will probably leave an organization". The theoretical background is founded on the concept of distributive justice explaining under which conditions people become unsatisfied. Hence, injustice especially in rewards leads to dissatisfaction and finally to organizational exists. Additionally, paying the highest salary in markets may not increase retention, but being competitive in the markets matters. However the strategy of pay to the employee is easy to imitate by competitors thus like adopting truly price driven strategy which will not be sustainable in the long term. Therefore pay can be important yet it does not alone increase retention of staff, and companies should focus on experiential benefits that could be tailored by employees and which are harder to imitate by competitors

such as: training and support, promotion possibilities, flexible working hours and pleasant working environment.

iii) Training, Development and Career Management

One way of survival in the competitive markets is to ensure current employees have the sufficient skills needed by implementing training and development interventions. Arguably learning and development, by general training and job specific training, increases general attractiveness and maintains high levels of engagement with employees. One thought suggests that training increases employability raising voluntary turnover. But contrarily another thought suggests that training enhances commitment and especially job specific training increases retention. Empirical evidence can be found supporting the argument that training, taking into account varying factors, can enhance retention. In a study it was found that "job-to-job mobility is the highest for the young and higher for those with formal educational qualifications than for the unskilled", pointing out that life cycle and education level influence link training and turnover. A study by Green *et al*. (2000) investigated the impact of different types of training on turnover discovering that training is more likely to lead to lower mobility when it is less transferable to other firms, or because it is sponsored by firms, and where its objectives include increasing the identification of employees with corporate objectives. Hence companies wanting to increase retention should focus on job specific training sponsored by the company rather than paid by the employee or even the government. Another form of developing employees is offering promotion opportunities. Literature suggests that individuals tend to stay longer where they experience personal and professional growth.

iv) Working Conditions

Working conditions influence the overall satisfaction of employees. Its importance can be justified by the fact that on many occasions' employees leave their jobs due to conditions of work e.g. working hours. If the environment is not enriching and rewarding in which employees have affinity for better conditions then resignation is probable.

In practical terms employees working in modern, well-furnished offices tend to be more positive about their employment experience. Additionally flexible working hours, e.g. alternative work hours, to suit domestic responsibilities, increases retention. The importance of flexible working has been studied by many scholars and these researches reveal that "perceived flexibility and supportive work-life policies were related to greater employee engagement and longer than expected retention.

v) Effective Supervision

One of the main reasons why employees leave is due to poor supervision which can come in the form of failing to respond to grievances, acting autocratically, abusing their positions or use of favouritism by superiors. A study by Tepper (2000) investigated the effects of abusive supervision, by defining it as. " the sustained display of hostile verbal and non-verbal behaviors, excluding physical contact". It discovered that subordinates were more likely to quit their jobs if they perceived their supervisors abusive. In addition, the concept of distributive justice can be applied to poor supervision, as unfair procedures stimulates exist. Based on these arguments training and supervision of managers to build relationships, understanding retention management and leadership skills play

an important role in enhancing retention. After analyzing how retention can be influenced it is justifiable to say that all these techniques aim at influencing the entire employment experience and job quality. The employer brand reinforces the entire employment experience increasing retention.

vi) Effective Recruitment, Selection and Induction

The basic idea of recruitment is to have the right people for the right job profile at the right time. Poor recruitment and poor hiring have been argued to increase voluntary turnover. Companies may especially experience high turnover rates within the first few months of employment. Promoting the right fit for a job by ensuring that new joiners have realistic expectations of their job will receive sufficient induction training and will help to minimize the number of people leaving early during an employment. Furthermore companies should ensure that the process of recruitment and selection is perceived and it is fair to avoid giving bad impressions. Hence including the aspect of recruitment and selection in staff retention is important as voluntary turnover can be reduced by paying attention to pre-employment process.

In recent years, the relationship between employees and branding has been discussed within the "employer branding" literature. Research in this area has applied ideas from the consumer product branding literature (e.g. brand equity theory) to propose that employees are attracted to employers on the basis of the latter's functional and symbolic characteristics and (corporate) images. Organizational theory has also been used to suggest that this attraction is related to fit between employee and employer traits i.e., person-organization fit (P-O fit). Despite its obvious relevance, applying the employer branding literature to our subject of study would not become straightforward. First, the notion of the

employer brand as a special type of consumer product brand used in this literature has received little conceptualization and empirical testing. Our conceptual thinking can be summarized as follows: we believe that the higher congruency a prospective employee perceives between her/his ideal image and a company's image, the more likely it is that this employee will have a positive attitude towards seeking employment with that company. However, this attitude toward being employed by a certain company is also impacted by expectations about other peoples' perception of the company. This can be termed as 'social impudence factor'.

Employer branding is a key to ensuring the total employer brand experience as illustrated in the conceptual framework which is proposed by Mosley (2007) which reveals that an employer brand's focus should extend beyond recruitment to include orientation, reward and recognition. This model could be extended further by integrating internal branding with employer branding. Training staff in internal branding activities could present opportunities for career advancement thus enhancing the total employer brand experience and encouraging employees to remain with the organisation.

vii) Attractiveness

The attractiveness of an organisation is related to the manner in which particular characteristics of the job and the organisation are perceived. Potential employees use their perceptions of these characteristics as signals in order to determine how it would work for a particular organisation. Several studies have suggested the importance of the perceived match between personal and fundamental organisational characteristics and values. According to these studies, personal-organisation (P-O) fit is likely to enhance the attractiveness of an organisation, as well as the process through which employees identify themselves

with an organisation. An organisation's image as a corporation and as an employer is another vital factor in the attractiveness of an organisation. Positive image perceptions increase both the quantity and quality of potential employees for organisations. Employer branding (EB) adapts to the importance of Person-organisation fit and image perceptions by providing employees (and potential employees) with a unique and attractive brand image of the employer. The roots of Employer Branding can be found in the marketing principles of branding. 'Employer branding represents a firm's efforts to promote, both within and outside the firm, a clear view of what makes it different and desirable as an employer '. Although Employer Branding is a relatively new concept in recruitment communication, it is attracting increasing interest. A recent Google search using the term 'employer branding' returned 470,000 hits which is an enormous increase from the 3000 hits received in 2004. Nevertheless, empirical studies on the topic are still relatively scarce. Organisational attractiveness can then be defined as 'an attitude or expressed general positive affect toward an organisation and toward viewing the organisation as a desirable entity which helps to initiate some relationship'. More specific to the context of the organisation as employer, organisational attractiveness refers to the extent to which potential employees view an organisation as a desirable and positive place to work in. Individuals have special needs, and they look for jobs that are able to satisfy these needs. For this reason, people search for a variety of factors when deciding where to work. The perceptions that potential applicants have of organisational attractiveness are formed by their individual perceptions of available information, which they receive from job advertisements, websites, brand advertising and stories from other people or employees related to the organisation.

Organisations use various forms of communication in order to influence this perception. Recruitment communication plays a leading role in this process. Recruitment is defined as the activities and practices that organisations perform in order to identify and attract potential employees. Although organisational attractiveness has been examined in various studies, considerable obscurity remains with regard to the variables that influence organisational attractiveness. Consensus can be found with regard to the influence exerted by particular characteristics of jobs and organisations, and by employee perceptions of these characteristics on perceptions of the organisation's image and their fit within the organisation.

viii) Job and Organisational Characteristics and Profit

Several theories and studies have demonstrated the value of job and organisational characteristics for organisational attractiveness. Signalling theory provides an explanation for this relationship. Because potential applicants do not receive complete information about organisations, they use job and organisational characteristics to form an image of how it would be if they were to be part of a particular organisation. These job and organisational characteristics are used as signals that reflect the working conditions within the organisation.

Empirical research examining a wide variety of job and organisational characteristics has shown that a supportive working environment, characteristics of the organization, salary, career prospects and location, compensation, culture and developmental possibilities contribute to the attractiveness of an organisation as employer. Most studies link organisational attractiveness to person-organisation fit. The theory of person-organisation fit originally stems from the person environment paradigm, which is based on the proposition that attitudes and behaviours are the

result of the congruence between attributes of person and environment. In general, empirical studies concerning person-organisation fit investigate the antecedents and consequences of compatibility between a person and an organisation. Person-organisation fit occurs when the person and the organisation possess similar characteristics. Integrating several research traditions, defines person-organisation fit as the compatibility between a person and an organisation 'that occurs when a) at least one entity provides what the other needs, or b) they share similar fundamental characteristics, or c) both'.

Several empirical studies together suggest that higher levels of person-organisation fit lead to higher levels of organisational attractiveness. For example, a study by Slaughter & colleagues suggests that people are more attracted to organisations that have traits matching those that they use to describe their own personalities. In particular, the direct perception of fit by job seekers has been suggested as an explanation for organisational attractiveness. To help potential employees determine the level of person- organisation fit, organisations should ensure that their recruitment advertising provides sufficient information about such essential matters as mission, values and achievements. Communicating about these important issues could enhance the attractiveness of organisations, in addition to increasing the likelihood of positive organisational outcomes as a result of hiring employees with a high degree of fit.

DISTRUST IN EMPLOYEE BRANDING

It holds true that organizations can brand their systems and brand the behaviors that they want their employees to perform. Organizations should examine their customer service routines, their hiring practices, their purchasing and procurement systems, their scripts and scripted prompts in customer interaction and so on. But branding employees needs a different perspective.

There are a lot of moral and ethical reasons for keeping an organization from having significant influence on an employee's self-definition. Employees need some kind of psychological distance from the organization so that they can have personal autonomy, authority, and authenticity. Psychological distance makes it possible for employees evaluate what the organization is doing and what they themselves are doing from a critical perspective. This ability is critical not only of the ethical practices within the organization, but also of the really good customer service like empathizing customer needs, and even challenges like seeing new business opportunities or being innovative.

In addition to these concerns, another reason for the practice in employee branding is the desire to submerge the individual under the organization's brand. The drive for a full merger of the organization and the individual demonstrates selfishness on the part of the organization. The willingness to merge one's sense of self with the organization demonstrates a psychological instability on the part of the individual. Since organizational capitalization and psychological immaturity are not good of their own, there is a need for a change of objective. A certain degree of employee branding can be introduced, since brand behavior is important, and employee branding can help to achieve it. Employee branding, in moderation,

is simply a part of effective socialization and training. But too much employee branding would set the stage for exploitation.

EMPLOYER BRANDING VS EMPLOYEE BRANDING

These are widely confusing terms but make a world of difference. The distinction between employee branding and employer branding may not be the switch of a letter, but the directional focus, organization to employee and vice versa.

Employer Branding

Employer branding is all about creating a sense of place. It is the practice of establishing the character or reputation of an organization as an ideal place to work, primarily by aligning recruiting and external HR practices with the 'brand' and also establishing reputation of identity that the organization wants to have. The idea is to create a sense of 'what it's like to work here' to attract not only potential employees, but also more specifically the kind of employees who will fit well within the organization. Employer branding is a sensible practice, probably even an indispensable practice, if an organization considers how hard it's said to be to find the right people to get on the job. When an organization attracts the right kind of potential employees, the cost of on boarding, socializing and training these new employees is reduced.

It is a good work to create an accurate view of an organization as work place. Ideally this representation or employer brand would be reasonably close to what it is actually like to work at the organization. If not, an organization could end up with a great general reputation, a great technical reputation but a less positive

reputation as a place to work. Employees also start thinking they have joined an organization only to discover later that they had been foolhardy.

Employee Branding

Employee branding is a different practice altogether. It is all about influencing the behaviour of the members of the organization. Employee branding is the practice of 'aligning' an employee's behavior and often the employee's point of view with the image that the organization wants to project to its customers and eternal stakeholders. Employee branding takes the organizational brand, the characteristics and attributes that the organization wants to project itself and impresses itself upon the employees.

Employee branding is a tactic for generating 'on brand' behavior, behavior that expresses, presents and performs the attributes that the organization wants as part of its reputation or brand. It attempts to influence the interactions between employees within the organization as well as between employees and external stakeholders. The idea is that an organization can strengthen its claim to the attributes it desires when employees demonstrate these attributes.

Employee branding programs include regular on the job training, training in customer service or customer interaction, corporate orientation, and education in the corporate brand. Well-developed employee branding programs also include ongoing training, performance evaluation and rewards systems that support the employees' display of on brand behaviors.

EMPLOYER BRANDING IN INDIAN BANKING INDUSTRY

According to K V Kamath, Banking sector is the mirror that serves as proxy for the many happenings of that particular country. In India, banking business originated in the 18th century. Banking dates back to 1786, the first bank was established in India. Then in the year 1969 banks were nationalized and recently the liberalization of the same since 1991. In India the banking sector is segregated as public or private sector banks, cooperative banks and regional rural banks.

The last decade experienced complete reform in the financial and banking sector. With the advancement of technology, banking sector has become easier, faster, and accurate and also time saving. ATMs, Mobile Banking, SMS Banking and Net Banking are only the tip of an ice-berg. Different types of accounts and loans are facilitated with plastic money and money transfer across the globe. So that the HRM issues, VRS, Training & development, empowerment and career plan etc, need to be considered to manage with the changing environment of the today's banking. According to FICCI Report (Annual survey Feb, 2010) Banks view difficulty in hiring highly qualified youngsters as the major threat to their HR practices ahead of high staff cost overheads, poaching of skilled quality staff and high attrition rates. The Banking industry is currently in a transition phase on the one hand. The PSBs, are encountering the problem of excessive manpower shortage, excessive Non Performing Assets (NPA's) and excessive governmental equity, while on the other hand the private sector banks are consolidating themselves through mergers and acquisitions and forming the bigger giants with all latest technology and dedicated and skilled workforce. And these changes are

circulating the pressure on HR manager of PSB's for adopting the external changes in their policies and practices.

There are immense opportunities available for Indian banking sectors. High population, liberalized government policies etc are attracting the new private and foreign players. Existing players in banking industry are also trying to increase efficiency and competitiveness by incorporating different new ways. Jolting economic condition and competitive pressure by new entrance, changing labour market, less differentiation of products and highly regulated market pose many threats to the position of existing players. So the necessary acquisition &best utilization of resources become mandatory for the survival. Bharati is (2007) discussion in his study reveals that service sectors are playing on the one hand a dominant, important role in the growth of economies, while on the other, these economies are moving towards more liberalization and globalization. In the changing context of an environment where competitiveness becomes a key factor for survival, domestic industries gear up to meet the competition. Banks happen to be one service sector that uses a huge amount of human capital and customer capital for its survival. In a study Chakrabarty (2012) mentions that the major challenges to Indian banking industry are management of risk and management of people. Management of people includes whole activities connected with attraction and retention of skilled workforce in highly self-motivated working environment. Further Chakrabarty adds that during the 2010-2020, nationalized banks are at the cusp of unique opportunity-with people retiring in lacs making it a 'Retirement decade', it is the best time to transform HR process in once-in-a- lifetime window which, if properly utilized, could help our banks take massive steps.

In this study Selvaraj (2009) mentions that private banks are more successful in implementing the various HRM initiatives. The HRM practices of private sector banks are more related to the performance of employees rather than equality orientation. In this study the researcher has taken six banks for assessing the impact of employer brand on attraction and retention.

Employer branding strategy adopted by the sample Units

In this section the researcher has attempted to explore the employer retention strategy adopted using employer branding of the sample units. Those are banks taken for the study as per their market capitalization, assets and employee turnover and the procedure to select sample units already explained in methodology unit. In the following paragraph the researcher tries to explore the employer branding strategy adopted by the selected banks.

i) State Bank of India (SBI)

SBI which is the largest bank of India does not have any own retention policy for their employees. With 300000 employees, SBI is the largest bank in India. SBI suffers less with the problem of brain drain compared to other banks. It has good HR practices. If we talk about the employer branding strategy SBI has the following policy: 'Business Correspondence' and “Business Facilitator” are offered to retired employees. And for top management post named “AGM Alternate Channel” are offered for managing and controlling the BC & BF. For New joiners-Exit interview are taken, Notice before two month of leaving stating the necessary action can be taken. Other fringe benefits like petrol allowances, mobile allowances, and newspaper allowances etc are given to employees with the

intention to retain them. This is the basic reason that SBI is a pioneer bank in talent retention in current scenario among public sector banks.

ii) Punjab National Bank (PNB)

In the case of Punjab National Bank, there is no structural employee retention policy. However PNB uses some attraction and retention tactics to keep intact the potential and existing employees and superannuating employees. But these strategies have negative impact on employees because of nominal salary and low grade positions. New joiners bond filling in officer cadre and paid training are few strategies. For superannuating employees the post is named "business facilitator" with nominal salary.

iii) Bank of Baroda (BoB)

The Bank of Baroda is one of the highest profit making banks in India. As other public sector banks, it also does not have any written employer branding strategy for employee and attraction and retention policy but BOB itself uses the same strategy for attracting and retaining the potential among existing as well as the superannuating employees. New Joiners are provided the joining location according to the candidate, 90 day special training program for making them familiar with the bank, some special allowances like cooking gas allowances etc. For superannuating employees- Some back office job, Assistant staff post on consolidated salary of one to two lacs per annum is given.

iv) ICICI Bank

ICICI bank is one of the fastest growing private sector banks in India. ICICI bank has well tweaked employer branding strategy for attracting and retaining the talented employees. They have schemes like ESOP's retention

schemes, employee friendly policies. Various other tactics like no promotion and no increment are also used by HR manager to check the attrition. The bank uses slogan “Saath Aapka” for their employees that creates the feeling of belongingness with their banks.

v) HDFC Bank

HDFC Bank is one of the largest banks in India. This bank follows the well-written employer branding strategy for attracting and retaining employees. The involvement of Human Resource manager is a must in every case of attrition. HDFC Bank's HR manager uses the following strategies for attracting and retaining valuable talent. They have an eye on the reason and root cause of employee's attrition. Interview is done with particular employee for identification and solution of problem. After knowing the reasons, HR manager uses remedial offers after analyzing the worth of employee like changing of segment, extra benefits, appropriate hikes in salary etc. HDFC also uses one program for maintaining the cordial relation with employees like “Karo Sifarish” for internal recruitment through their working employees to maintain the cordial relationship.

vi) AXIS Bank

Like other private banks Axis bank also has employer branding strategy for attracting and retaining the prospective and existing employees. There are two vertical factors in Axis bank i.e. sale vertical and operation vertical. Employee turnover is high in sale vertical. But in all, talent Culture is given much value to attract and retain the employees. Therefore, there is less employee turnover form Axis bank to other private sector banks and more number of potential employees and existing employees. The bank employee is feeling that there is friendly

environment and less work pressures compared to other private banks is the main reason for attraction of potential employees and less employee turnover. HRMS software is used by employee to send application for the job and for resignation. After the interview their immediate supervisor diagnoses the reason to select the potential employees and there is an exit interview also for the employees who are willing to leave the organization. In this bank employees feel that there is a change for great career advancement since this bank employees get promotion within 2-3 years approximately depending upon their operation efficiency and effectiveness, whereas the various competitive exams are also conducted by banks to award employees with LTC and other benefits.

It can be concluded that private sector banks are having good employer branding strategy than the public sector banks. Even though, public sector banks provide secure job to their employees they lack in other aspects of employer brand. Hence private sector banks succeed than public sector bank in attracting potential employees and retaining existing employees.

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