EMPLOYEE VALUE PROPOSITION LEADING TO EMPLOYER BRAND: THE INDIAN ORGANIZATIONS OUTLOOK
Prof. Avinash Pawar*1, Dr. Kuldip S. Charak

1Assistant Professor (MBA), University of Pune, Maharashtra, India.
2Director, Nabsahyadri Institute of Management, University of Pune, Maharashtra, India.

ABSTRACT
An Employee Value Proposition (EVP) is the one of a kind arrangement of benefits an employee gets consequently for the skills, capabilities and experience they convey to an organization. An EVP is about characterizing the substance of your organization and how it is special and what it remains for. Employer brand is a mind boggling and particular mix of promises, opportunities and experience of present and potential employees of the organization that makes a high draw for that employer to attract, connect with and retain talent in a focused talent land scope. This incorporates immediate and circuitous experiences of managing the firm. The employer brand constructs a picture affirming the organization as a decent work environment. Today, a compelling employer brand is crucial for upper hand. With the liberalization of the Indian economy in 1991 and ensuing monetary changes, Indian organizations are turning out to be universally vital to create Employee Value Proposition (EVP) and use the employer brand to attract and retain talent which prompts extend and development of the business. In Indian organizations, where items are getting commoditized, Employee Value Proposition (EVP) is the element that can recognize organizations. Organizations understand that they ought to embrace internal branding techniques to influence upon the employees. Real changes have made it basic for companies to do profound reflection as how to meet the difficulties of rivalry and receive fitting employee driven procedures to make and sustain corporate favorable position. This paper gives some idea on employer branding furthermore inspected the part of Employee Value Proposition to build up how Indian organizations with a positive corporate notoriety can attract and retain employees.

Keywords: Employee Value Proposition, Employer Branding, Value Proposition.

1. INTRODUCTION
Today's organizations face significant difficulties in employee attraction and maintenance, EVP keeps on being acknowledged as a vital structure for enhancing organizational execution (Watson, 2012), and driving attraction and duty in the work market. Then again, disregarding the idea of the EVP being around for a considerable length of time numerous organizations are yet to welcome the significance of having a solid EVP as a procedure for expanding the engaging quality of the organization in the work market making it feasible for the organization to source from a more profound fragment of the work market (Corporate Leadership Council, 2012).
Branding was initially used to separate substantial products, however throughout the year it has been connected to separating people, puts and firms (Peter, 1999). As indicated by Aaker (1991), set up brand is viewed as a basic means for separating in the middle of products and making upper hand for organizations. Essentially, employer branding has turned into another methodology for picking up an edge in the aggressive world. The expression "employer brand" means what people right now take up with an organization. Employer branding alludes to the total of an organization's endeavors to impart to existing and imminent staff what makes it an alluring work environment, and the dynamic administration of an organization's picture as seen through the eyes of its partners and potential hires. As per Barrow and Mosley (2005), "employer branding is not just to exchange the message of the identity of an organization as an employer of decision, yet it has been utilized to receive the apparatuses and procedures typically used to rouse and connect with employees". Like a purchaser brand, it is an enthusiastic relationship between an employer and employee.

Ambler and Barrow (1960) have characterized employer branding as the improvement and correspondence of an organization's way of life as an employer in the commercial center. It is the bundle of utilitarian, monetary and mental benefits gave by business and related to the utilizing organization. It pass on the "value proposition" the totality of the organization's way of life, frameworks, mentalities, and employee relationship alongside urging your people to grasp and share objectives for achievement, efficiency and fulfillment both on individual and professional levels.

2. REVIEW OF LITERATURE

The trouble of examining this subject showed up in the irregularity in the measure of writing. For this situation the creator could locate an endless measure of writing and research on staff turnover beginning from as right on time as the 1950s (March and Simon, 1958). However employer branding being a somewhat new idea very little scholarly writing can be found. The principle research and hypothetical examination is produced by Richard Mosley (1990), who initially made the idea. Moreover a large portion of the research concentrating on employer branding depends on the work of Backhaus and Tikoo (2004), Barrow and Mosley (2005) and Moroko and Uncles (2008; 2009). The creator found that the writing is fairly oversimplified in its perspectives all writing and contextual investigations found have one and only message: "employer branding is great". Henceforth the creator has not possessed the capacity to discover much writing on negative effects or research demonstrating something else.

Foundation of Employment Branding

Employer branding, the most recent popular expression to depict impression of an organization as an employer is being proclaimed in territories of the press as the response to attracting and retaining the right talent in an undeniably focused environment. It is not a logo, letter head or a cunning ad yet rather the correspondence of an organization's identity and unwritten promises about its way of life to potential hires. It is the blend of components that separate the organization as an employer and shape the view of past, present and future employees. Brands are among an association's most significant resources and thus brand administration is a key action in numerous organizations. In spite of the fact that
organizations ordinarily center their branding endeavors towards creating item and corporate brands, branding can likewise be utilized as a part of the territory of human asset administration. The use of branding standards to human asset administration has been termed "Employer Branding".

Progressively firms are utilizing employer branding to attract enlists and guarantee that present employees are occupied with the way of life and methodology of the organization. Employer branding is characterized as "a focused on, procedure to deal with the mindfulness and view of employees and related partners as to a specific firm". The employer brand advances a picture demonstrating the organization as a decent work environment (Sullivan, 2004).

Employment branding is the "bundle of practical, monetary and mental benefits gave by employment and related to the employment organization (Barrow, 2001). It imparts the character of an organization to others. It is the pith of what the organization remains for and ought to embody the essential way of the organization. Basically, it is the procedure of putting a picture of being an "extraordinary work environment" in the brains of existing and imminent employees. At the heart of the Employment branding is the Employee Value Proposition (EVP). EVP is affected by the organization's values, society, initiative, environment, talent, and reward programs. Employment branding is internally and externally advancing a reasonable perspective of what makes a firm diverse and attractive as an employer (Lievens, 2007). As indicated by Estis.R (2008), objectives for Employer branding for attracting and retaining Generation Next are:

- Establish an image of the employment experience.
- Create synergy with consumer brand; align promise to customer with promise to employee.
- Clearly state "what's in it for me" to potential applicants.
- Entice the right candidates to apply for the job.


**Employer Attractiveness Dimensions**

- **Interest Value**: The extent to which an individual is attracted to an Employer because of the excitement and creativity of the work environment.
- **Social Value**: Attraction based on a collegial work environment with good team atmosphere.
- **Economic Value**: Attraction based on salary and benefits.
- **Development Value**: Based on recognition of work and career enhancing opportunities.
- **Application Value**: The employees' ability to value what they have learnt to teach others and interact with customers in a way that is positive and humanitarian.

**3. OBJECTIVE OF THE STUDY**
Employer branding is a convincing reality and not a trend, its standards have dependably been in presence and honed by effective organizations throughout the years. Through the papers the creator might investigate the ways the organizations in India have formally grasped the thought of Employer branding and have left on the excursion to convey it. The study might advance uncover the change in the part of HR for building a solid Employer brand. It should highlight the part of "Employees" instead of the part of "Innovation" in knowledge-based organizations. The study might promote investigate the part of knowledge-sharing society, open and straightforward correspondence to pick up an organizational position in the psyches of internal clients.

4. METHODOLOGY

In order to make this article a meaningful one, the author has required a review of available related literatures and only secondary data were collected from related journals, books and publications.

5. IMPORTANCE OF EMPLOYER BRANDING IN HR

In Research Insight Employer branding: fad or the future of HR? Dr Shirley Jenner and Stephen Taylor of Manchester Metropolitan University Business School suggest there are four main reasons why the concept of employer branding has become prominent in recent years. They identify these as:

1) Brand Power
2) HR’s search for Credibility
3) Employee Engagement
4) Prevailing labor market conditions.

Jenner and Taylor explain their importance in the following extracts from the ResearchInsight.

1) Brand Power: The previous 20 years have seen the ascent of the brand as a focal idea in organizational and social life. Branding supports a developing, powerful and beneficial notoriety administration, PR, consultancy and enlistment promoting industry. The previous decade has seen phenomenal development in the significance of corporate social responsibility (CSR) for investors, employees and different stakeholders.

2) HR search for Credibility: HR professionals proceed in the quest for believability and strategic impact. Grasping the dialect and reasonable devices of brand force appears an undeniable decision. This bearing reflects coherence with prior emphases of HR, for instance with organizational advancement and culture change.

3) Employee Engagement: Late years have seen an expanded enthusiasm for advancing employee engagement. This incorporates endeavors to enroll, socialize and retain a submitted workforce. From a branding viewpoint, the enrollment proposition shapes the premise for work environment fulfillment and recognizable proof with organizational objectives and values.

4) Labor market conditions: The last driver recognized by Jenner and Taylor was winning work economic situations. At the season of composing (2007) they called attention to that for a broadened timeframe unemployment stayed low and skills deficiencies proceeded. Tight
work economic situations were joined with an extreme exchanging environment. Employers were in this manner obliged to contend all the more wildly with each other to enroll and retain successful staff, while additionally being seriously compelled in the degree to which they could pay higher compensations keeping in mind the end goal to do as such. A solid employer brand was being elevated as the way to winning this 'war for talent' by building up organizations' exceptional offering point in employment terms.

A solid employer brand that offers you some assistance with creating upper hand in the talent market starts with a very much characterized Employee Value Proposition (EVP). Employer brand is the impression hopefuls have of an organization and what it is similar to work for that organization. The employee value proposition characterizes the full cluster of components an organization conveys to employees consequently for the commitment they make to the organization.

6. SURVEY OF EMPLOYER BRANDING IN INDIA

Is Employer Branding widely prevalent in the Indian Industry? What are organizations’ attitudes and preparedness towards Employer Branding? What are the challenges that they face in its implementation?

In an overview directed by TJinsite the research site of TimesJobs.com it is uncovered that Employer Branding is not extremely pervasive in the Indian business. Be that as it may, they do trust that organizations with solid employer brands can conceivably diminish the expense of employee procurement, enhance employee relations furthermore expands employee retention (Table-1).

Table 1: A Survey Report on Indian Industry

<table>
<thead>
<tr>
<th>HAS YOUR COMPANY DEVELOPED A CLEAR EMPLOYER BRANDING STRATEGY?</th>
<th>Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>No.</td>
<td>Attribute</td>
</tr>
<tr>
<td>1</td>
<td>Yes, we have a clear strategy</td>
</tr>
<tr>
<td>2</td>
<td>Yes, it can be further developed</td>
</tr>
<tr>
<td>3</td>
<td>No, but we are working on it</td>
</tr>
<tr>
<td>4</td>
<td>No, we don’t have any strategy</td>
</tr>
</tbody>
</table>

Has your company developed a clear employer branding strategy?

- No, we don’t have any strategy: 7%
- No, but we are working on it: 37%
- Yes, it can be further developed: 26%
- Yes, we have a clear strategy: 24%
The Latest TJinsite Research Report tosses light on this - Overall, just 24% say that they have an unmistakable Employer Branding system. More than 40% case that, yes, they have a methodology, however it could be created further; and another 26% who say that don't have one, yet they are taking a shot at it; which could be translated as 'such a system is not need, we have all the more squeezing matters staring us in the face!' An absence of vision and clarity is seen as the essential test in acknowledging Employer Branding. This is firmly felt in the BFSI and the BPO areas, where 75% state this as an issue.

Another 40% state the absence of senior management engagement as a test, which is again symptomatic of the absence of vision on the organization's part. All channels from print to online employment entryways are said by 15% each of the organizations as the branding channels conveying the best results. The BFSI and huge organizations, with quality of more than 1000 employees are slanted towards work gateways being the best (22% of each of these sorts as a general average of 16%).

The case for considering Employer Branding important is convincing. Right now, no doubt insufficient basic or significance is being credited to this procedure. In a financial atmosphere where business is intense there is weight to cut expenses and build efficiency. This makes the need to get the right people in the right occupation considerably more critical. Employees who have the right skills, experience and knowledge, in connection to the basic ranges of a business to drive development, turn out to be strategically vital. Employer branding then turns into the main procedure that will position the organization as the most attractive one in the corporate community.

An attractive employer can make for employees a deception that their decisions are constrained outside of the organization, continually keeping up a picture of being the most alluring employer, giving the right reasons or impetuses for their top performers to remain.

According to research by the Corporate Leadership Council, a well thought through and executed EVP can:

- Improve the commitment of new hires by up to 29%.
- Reduce new hire compensation premiums by up to 50%.
- Increase the likelihood of employees acting as advocates from an average of 24% to 47%.

7. EMPLOYER BRANDING ON INDIAN COMPANIES

Employer–Employee relationships have experienced an outlook change in the course of recent decades. The war for talent has implied organizations are bumping for space in an inexorably swarmed work market where aptitude is at a premium. An effective employer branding procedure can have an expansive effect in expanding the number and nature of candidates. With organizations like Infosys, TCS, Tata Steel, CEAT figuring conspicuously in setting up their brand as a best place for working furthermore attracting the best talents over the world, one can securely gather that charming talent is the new fight to be battled. This can happen just when there is recognition that their working environment is attractive. Infosys and the organizations try to do this by a solid learning culture and development system.
7.1 Infosys

During a period when organizations are debating the strategic significance of their HR, Infosys perceives that the key part of its human resources can sustain and expand its aggressiveness. With changing employee demographics on the planet, it has ended up key to source talent where it is practical and sends it where it makes the most extreme value. To accomplish this target, Infosys has added to an inventive workforce management system 'the Global Talent Program'. This is the biggest sustained exertion by any organization to select from grounds outside of India and build up the skills of a worldwide workforce through preparing assignments in India. Subsequent to preparing, the prepared staffs are sent by Infosys in their nations of origin. Expanded gainfulness, lessened cost, expanded piece of the overall industry, enhanced client administration, higher stock value, expanded efficiency and higher retention rates prompted the triumphant the Optimas Award in the GLOBAL standpoint class for 2007. In expansion to this, Infosys keeps its employees drew in and excited in the requesting 24x7 workplace important to serve its worldwide customer base. To meet the worldwide difficulties furthermore to decrease whittling down rate, Infosys presented a wide assortment of projects that have stemmed wearing down, which is well underneath the business average and have made Infosys a top employer of decision. Business today and its knowledge accomplice Mercer Human Resource Consulting appraised Infosys the Best Company to Work for In India" in 2006, taking into account a technique based on four quadrants of HR measurements, employee fulfillment, impression of key stakeholders, HR forms and arrangements.

7.2 Tata Consultancy Services (TCS)

The workplace at TCS is assembled around the conviction of development past limits. A portion of the basic components that characterize the work culture of TCS are worldwide introduction, cross area experience, and work life parity. Each of these components goes much more profound than what it apparently passes on.

Value proposition at TCS

The TCS employer brand situating expands on its qualities and it conveys that TCS as an organization that offers its employees a complete Global IT Career by highlighting the three principle value propositions:

(a) Global Exposure: Global exposure at TCS extends beyond geographical boundaries. This means working on world class projects on a global scale and exploring cutting edge technologies, fresh out of the world renowned research labs. The opportunity to understand, interact, and work with people from cultures all over the world creates kaleidoscopic avenues for learning that propel the employees to be at par the best in the world.

(b) Freedom to Work: TCS has set up an environment that spotlights on individual fitness, talent, and interests. As a demonstrated practice, the organization advances the employees cross space experience. It gives the employees opportunities to work crosswise over distinctive industry verticals, administration rehearse, and utilitarian spaces and also changed innovation stages.
(c) Work Life Balance: TCS has presented numerous projects according to the necessities and goals of our employees while retaining fun as a key component. The organization comprehends the need of an expanded adaptability with a specific end goal to explore the diverse circles of life.

7.3 Tata Steel

India's most seasoned and most regarded corporate brand "TATA" at present stands 65th in the world brand valuation alliance according to Brand Finance Global 500 March 2010 report. A progression of universal acquisitions and 65 percent of gathering's incomes drawn from outside India has helped the 140 year old gathering to accomplish a noteworthy global achieve today.

Tata has a wide range of business sectors and various sorts of clients. Notwithstanding, client's pictures of Tata brand are amazingly comparable. Indian customers see Tata brand as dependable, sheltered, solid, and supplier for value for cash. The organization has constantly added to notoriety for being an energizing work environment in. The employer brand is substantially more firmly centered and permits everybody, from top officials to staff to laborers to feel that they are working in an agreeable environment where development and development dependably exist.

The Tata Steel bunch trusts that people are its key resources and value creation for the organization depends primarily on their professional and individual wellbeing. Holding fast to the maxim "fruitful people make an effective group", Tata Steel has constantly offered need to the people, urging them to take activities and look past the self-evident.

The organization gives a fruitful ground to the individual and individual development of every part in its huge and multicultural gang. For these activities, Asia's Best Employer Brand Awards 2010 gave the title 'Chief with HR Orientation' on HM Nerurkar, managing director, Tata Steel, at a late function held at Suntec, Singapore. Furthermore, the 'HR Leadership Award' was additionally given on Radhakrishnan Nair, chief human resource officer (CHRO).

8. CONCLUSION

Today, an effective employee value proposition and employer brand is a key for increasing upper hand. Progressively, Indian companies are turning out to be purposefully strategic to use the employer brand to attract and retain talent for the development and development. The expanding concentrate on upper hand is driving numerous Indian firms to reevaluate their employer brands.

An all-around aligned employee value proposition and intense employer brand have the ability to attract and retain talent and speak to quality to its clients, with the objective of increasing global acknowledgment in a sustainable way. The right sort of employee value proposition and employer branding has likewise a lot of advantages as it gives an identity to the organization and structures enlistment. It pulls in the right sort of hopefuls and illuminates the organization's desires from them comfortable starting. Above all, it guarantees that the best employees remain focused, therefore permitting the organization to bear on its
operations easily. Eventually, the way to an effective employer brand is to guarantee that desires are completely aligned with the substances of working for the organization.

REFERENCES

[10] http://www.greateplacetowork.in