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Magnitudes of Attractiveness in Employer Branding: Generation Z

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ABSTRACT

In today's world attracting and retaining human capital become one of the important sources of competitive advantage. In order to attract better employees, organization has started using branding principles and practices. The application of branding principles to HRM has been termed as employer branding. Organizations are spending large amount of their resources on employer branding campaigns. That is why the concept of employer branding has become a prominent topic in the HRM field.

This study attempts to find out the magnitudes of attractiveness in employer branding and the factors that influence employer branding in Generation Z.

In order to respond to these questions, a field study is conducted and data is collected from a convenience sample of 300 unemployed college students and factor analysis were applied on collected data. Analyses results indicated reputation value as the significant factors that attract generation Z.

Keywords: Employer Branding, Organizational Attractiveness, Human Resources Management.

1. INTRODUCTION

For good corporate governance the role of human resource is increasing day by day. Simon Barrow in 1996 introduced a concept called 'Employer branding'. Employer branding is a strategic effort made by organization. It is also a marketing effort which changes the perceptions of potential employees, current employees and public. Employer branding is very critical as it is difficult to build an image in the mind of potential employees and market the company as a 'great place to work'.

This strategy is used by the organization to create employer value proposition (EVP) that conveys a message to current and prospective employees about the uniqueness of the organization and a good work place experience. This strategy becomes very relevant when it is very difficult to attract and retain talent.

Organization is looking for single and unified Image that represents both their products and work place culture. The process of building a strong employer brand is concerned with attracting the best Industry talent, engaging and retaining talent and also balancing the rewards and benefits given to employees for their performance.

Table 1
Definitions of Employer Branding

<i>Author</i>	<i>Year</i>	<i>Definitions</i>
Ambler/Barrow	1996	Employer branding is “the package of functional, economic and psychological benefits provided by employment and identified with the employing company. The main role of employer brand is to provide a coherent framework for management to simplify and focus priorities, increase productivity and improve recruitment, retention and commitment”
Dell/Ainspan	2001	“An employer brand establishes the identity of the firm as the employer it encompasses the firm’s values system, policies and behavior towards the objectives of attracting, motivating and retaining the firm’s current and potential employees”
Conference board	2001	Employer Branding establishes the identity of the firm as an employer. It encompasses the firm’s values, systems, policies and behaviors toward the objectives of attracting, motivating, and retaining the firm’s current and potential employees.”
HP	2002	“Employer Branding may be defined as an organic set of convictions an audience holds about a product, candidate idea or organization.”

2. LITERATURE REVIEW

Backhaus and Tikoo (2004) mentioned that employer branding is relatively new approach for recruiting and retaining the human resources. Managers can use this as an human resource strategy for employee recruitment and retention activities and to attract good talent.

Hughes & Rog, (2008) In India, most of the organization use employer brand to attract and retain human resource which can lead to their growth in business. In organization where skills, knowledge are the most important things organization can’t go away with the importance of retaining and attracting talented human resource

Parment and Dyhre (2009) the increased globalization has led to an increase in the demand for a more qualified workforce, he also talked about the current generation shift in the workforce. This “Y-Generation” consisting of people born between 1977 and 1995 are internationally, well-educated and demanding people, These people are not afraid of quitting their job .This generation is very much connected to the Internet and they use social networks as a medium to get new opportunities.

Koontz & Weihrich, (2007)A good organization or workplace can increase a person’s status among her or her own peers and this is very important to understand when we are branding employers or organization. The urge to self-actualization is linked to the employer brand

Mandhanya and Maitri (2010), there is less talent available these days and this talent has many choices available in the market. Organizations have been facing a problem of attracting and retaining good talent. A good way to attract talent is to create challenging jobs. He also said this that organizations can satisfy their customers but they should try to make their employees satisfied.

Allen, Bryant and Vardaman (2010) said that when the turnover is high in any organization we have to must retain our valuable staff. The low attrition rates help the organization to increase profits and help in improving employee morale. Organization must develop retention tools and also do something that increases the loyalty of the employees.

Steve Gilliver (2009) it identifies the organization and makes it unique, so that everyone is interested in joining the organization. Nowadays firms commonly focus on developing product and corporate brands, branding can also be done for human resources.

Foster(2010) they identified that organization should provide a good communication about their work culture and their values so that psychological contract can be formed with employee

McDonald and Hite (2005) identified three major changes which influence the attractiveness of an employer. The first change is the change in employee emphasis on attaining transferable rather than developing skills which is definite to one organization and second change is to substitute faithfulness to one organization with bigger professional commitment and third change is to have good system of skills.

Schein (1996) said that there are several careers available to the individual according to his needs. This model provides insights to the potential recruits about their interests, values and their competencies.

Berthon et. al., (2005) said that these values play a very important role in attracting and retaining talent: interest value, social value, economic value, development value and application value.

Lievens et. al., (2005) offered three other benefits that potential recruits look for travel, culture and prestige.

Arachchige and Robertson (2011) identified eight characteristics that build up the employer brand. These characteristics were corporate environment, job structure, social commitment, social environment, Relationships, personal growth, organizational dynamism, enjoyment

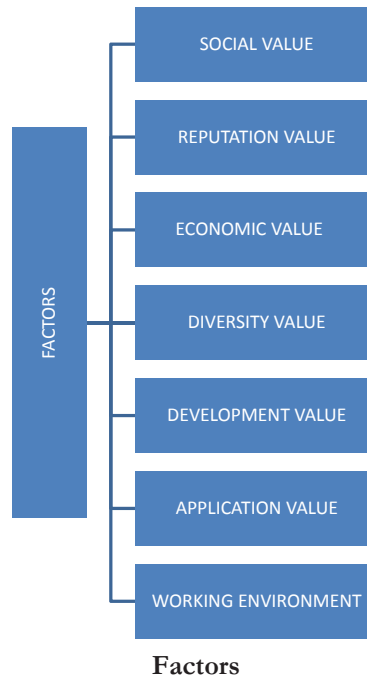
Schlager, Bodderas, Maas and Chachelin (2011) defines different values which will be good to have employer brand like, development value, social value, diversity value, economic value and reputation value.

Moroko and Uncles (2008) clearly stated that quality graduates have lots of exposure to multi-media campaigns which displays how organizations make the promise to have good career growth and remuneration. These employer branding strategies generally attract young graduates.

Aakanksha Uppal, Anubha Vashisht, Bharti Wadhwa (2017) Organizational culture varies from industry to and country to country. It creates an impact on its internal customers that is generation Z. A good culture ensures that the organization will live longer and would become a preferred place for people to work.

3. RESEARCH OBJECTIVES

1. To study the factors that influence employer branding.
2. To study the employer branding factors impacting generation 'Z' leading to its job attraction.
3. To study the employer branding factors impacting generation 'Z' leading to job retention.



4. RESEARCH METHODOLOGY

The research is based on primary as well as secondary data. The secondary data is retrieved from books, Journals, online articles, news, extensive literature review, relevant articles, reports and the internet. The primary data is collected through interviews and pre tested questionnaire covering National Capital Region (Delhi and NOIDA). The convenience sampling is used and total of 300 questionnaires were collected. The questionnaires were then put to screening and 37 were found to be unfit for this study. Thus, unfit questionnaires were discarded and analysis is done on the basis of 267 questionnaires.

Table 2
Data Analysis

<i>Factor</i>	<i>Items</i>	<i>Mean</i>	<i>Variance</i>	<i>Factor Loading</i>	<i>Cronbach's alpha</i>
<i>Social value</i>	I believe in equality of respect and appreciation in an organization	1.88	1.715	0.862	0.874
	Regular social meetings organized by employer makes me happy	2.05	1.672	0.763	
	Strong team spirit	1.82	1.299	0.856	
	Recognition/appreciation from management	1.84	1.563	0.609	
	Family oriented environment	1.85	1.485	0.907	
	The ease of work and timely help in problems motivates me	3.1	2.804	0.803	
<i>Reputation value</i>	Company image and well-known brand	2.46	1.863	0.877	0.969
	Company reputation	2.62	1.865	0.863	
	Leadership of the organization	2.48	2.05	0.896	
	Well known innovative products	2.24	2.695	0.836	
	Good brand to have on resume	3.12	2.279	0.81	

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<i>Factor</i>	<i>Items</i>	<i>Mean</i>	<i>Variance</i>	<i>Factor Loading</i>	<i>Cronbach's alpha</i>
<i>Economic value</i>	A non-monetary reward	3.2	2.14	0.794	0.872
	Retirement benefits	3.12	2.47	0.838	
	Market Related salary	3.19	2.06	0.857	
	High Job security	3.16	2.1	0.836	
	Good health benefits	3.2	2.14	0.794	
<i>Diversity value</i>	Promoting diversity	3.37	3.01	0.862	0.901
	Challenging work tasks	3.4	3.12	0.651	
	Job satisfaction	3.5	3.33	0.823	
	Interesting tasks	2.85	2.808	0.608	
<i>Development value</i>	Good training opportunities	3.13	3.386	0.855	0.931
	Opportunities of growth and advancement	3.1	2.804	0.893	
	Empowering environment	3.26	3.419	0.68	
	Room for creativity and innovation	3.12	2.47	0.838	
	Mentoring and coaching	3.19	2.06	0.827	
<i>Application value</i>	Good promotion opportunities within the organization	3.16	2.1	0.836	0.876
	Hands-on inter-departmental experience	3.4	3.12	0.651	
	Opportunity to teach others what you have learned	1.82	1.299	0.856	
	Opportunity to apply what was learned at organization	1.88	1.715	0.862	
<i>Working environment</i>	A fun working Environment	2.48	2.05	0.816	0.812
	Working in an exciting environment	3.12	2.47	0.808	

5. FINDINGS AND DISCUSSIONS

Before applying factor analysis for data reduction, the data corresponding to different constructs was checked for internal consistency. A principle components analysis with varimax rotation and a factor extraction according to the MINIEIGEN criterion (all Eigen values above 1) with all items in the survey was conducted. Factor loadings of minimum 0.50 were considered to meet the minimal level for interpretation of factor structure. Thus, an item was allowed to load on only one factor and could not cross-load on any other factor.

Out of 79 item initial scale, 47 items were eliminated from the initial measurement which left 32 items for subsequent analysis. Factors having eigen values greater than one were extracted from all the measures in this study.

Factor 1, labeled social value assess the items which includes equality of respect and appreciation in an organization, Regular social meetings organized by employer, Recognition/appreciation from management etc. and from the factor analysis it has been found that family oriented environment attracts our Generation Z more. Factor 2 refers to reputation value that includes how an individual is attracted to an organization, leadership, well known products etc. from the factor analysis it has been found that Company image and well-known brand appeals to respondents. In Factor 3 economic value the respondents preferred market related salary as the most important factor. Factor 4 Diversity value was the least preferred. Opportunities of growth and advancement in Development value was ranked first in this category. Opportunity to apply

what was learned at organization was found more preferable. The last factor working environment also impacts the Generation Z in choosing the employer Brand. They prefer fun loving Environment in their workstation. After analyzing all the factors it can be concluded that reputation value is the most influencing factor for generation Z.

6. CONCLUSION

The above results provide some managerial implications concerning human resources management and recruitment practices. There is a huge competition for the best employees and organizations have to differentiate themselves from their competitors to attract skilled employees. This study was done to understand which factors are valued in the eyes of the job seekers. This study may also help recruitment managers to develop more effective job advertisements. Nevertheless, this study has some limitations. It was conducted with the use of a convenience sample. Thus, it is recommended that further researches can be conducted with the use of more representative samples in order to make generalizations.

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