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Impact on Employer Branding through Talent Retention and Motivation in Insurance Companies

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Abstract

Recent predictions indicate that the talent shortages are expected to increase across a number of sectors. According to Manpower India, Talent shortages are continued to be a challenge. The talent shortage moved from third to first place as the budding risk for organizations worldwide going into 2019 (Gartner, Inc.'s latest Emerging Risks Survey). In such a Scenario, the concept of Employer Branding may act as a tool to attract, motivate and retain the talent and help the organizations in reducing prevailing talent shortage. Among the list of sectors, the Banking, Financial Services & Insurance (BFSI) sector experience considerable difficulty in bridging talent gaps. Hence, this study focuses on understanding the concepts & dimensions of Employer Branding in the above organization and also to find out the Relationship between Employer branding, Talent Retention & Motivation Strategies of general insurance companies. Descriptive research design has been adopted with a sample size of 70 Employees. Correlation analysis done to check for relationship between the variables. Majority of respondents are satisfied with their working conditions and present job. Respondents were understood what was expected from them in their work. Respondents' good performance was recognized and acknowledged by their manager on time. So, it is to be concluded that, most of the respondents are satisfied with the working condition while there is need to put more efforts for make their job challenging and interesting so that employees will get more satisfaction from their job and the kind of work they do. So, it can be concluded, that employees are work with inner satisfaction and proudly which affect to the organization's productivity as well as culture.

Key Words:

Employer Branding, Talent, Motivation, Banking, Financial Services & Insurance

Introduction

Initially, branding was used to differentiate products but now a days it is used to differentiate people, as people associate themselves with different brands (like i-Phone user or Android user).. The use of branding principles in human resources (HR) is known as Employer Branding (Backhaus & Tikoo, 2004). Just as customers are attracted towards branded products, today's talent is also wanting to work for a reputed or branded organization. Employer branding is the communication of employee value proposition that is, offering by the employer to employees in tangible and non-tangible forms. An effective employee value proposition can increase commitment up to 29 percent and decrease compensation premium up to 50 percent (Corporate Leadership Council, 2016). In India 24 percent organizations have well defined employer brand strategies and 26 percent are working on it (TJinsite survey, 2014). Employer branding' is an emerging discipline with its roots in classical marketing and HR principles. Its aim is to develop an image of the organization as an, employer of choice' in the minds of existing and potential employees, as well as other stakeholders including customers and recruiters. The objective is not only to offer these tangible benefits, but to also develop an emotional link with them. A strong employer brand should connect an organizations values, people strategy and HR policies and be linked to the company brand. Studies have shown that employees want to work for an organization that provides them good working conditions, development facilities, cooperative work environment and the ambience to use their skills (Nigel Wright Recruitment Survey, 2011).

Scope and Significance of the Study

The research aims to study the relationship between Employer branding & Talent Retention and Motivation strategies carried out in insurance organizations. The researcher has made an attempt to investigate how the predefined organizational strategies over Employer Brand building, Talent retention & motivation, and perceived Organizational prestige helps to glorify the Employer Branding in the company. With this background, it is important to understand about the concepts of Employer Branding and its dimensions, Retention & Motivational factors in order to implement a successful Branding strategy. Finally, this study proposes to define the above said factors through

a questionnaire-based sample survey through which efforts are made to correlate the relationship of Employer brand building with Retention & Motivation strategies using Statistical techniques like Reliability Analysis, Correlation.

Objectives

1. To know about the magnitude of Employer Branding and its need in an organizations Talent Management strategy.
2. To understand the vital role of Organization in Building effective Employer Branding of their company.
3. To study about the contribution of Customers & Employees perceived Organizational Prestige.
4. To find out the relationship between Employer Branding and Retention Strategies carried out amongst the insurance company employees.

Literature Review

Morhart and Tomczak (2007) try to define the construct of employee branding/Employee brand building behavior. The authors define it as an employee's contribution to an organization's branding efforts to create long-term brand value. The services marketing and corporate branding literature suggests several brand-strengthening behaviors of customer contact personnel which can be classified into three key categories such as Retention, In-Role Behavior and Extra-Role Behavior.

Employer branding: Suman Kumar Dawn, Suparna Biswas, A new strategic dimension of Indian corporations. (2004) study attempts that the employer brand builds an image confirming the organization as a good place to work. Their research explored the importance of employer branding and also to examine how Indian organizations with a positive corporate reputation can attract and retain employees. It also focuses to explain the importance, applicability, outcome and creating an effective employer branding strategy of Indian companies.

Khurram Shahzad Corresponding Author, (2004), Relationship between Perceived Employer Branding and Intention to Apply. Their study revolves around two major dimensions of the

recruitment function i.e. perceived employer branding and the intention to apply from the potential candidates. Data was gathered through questionnaires from 101 students of different universities. Results indicated that employer branding is positively associated with applicants' intention to apply. If organizations want to attract more qualified people, they need to be attractive as an employer by focusing on different factors which contribute towards employer branding, in this way they can increase the applicants' intention to apply.

A Future for Employer Branding? Dealing with Negative Capabilities in Strategic Human Resource Management (SHRM) Graeme Martin University of Glasgow, (2005). Employer branding has become an increasingly important topic for private and public sector organizations because it plays directly into the increasingly important talent management and Engagement agendas of organizations. Results that there is an potential impact of Employer branding has still to be fully understood or elaborated because current theory and Practice have failed to link this internal application of marketing and branding to the strategic Dilemmas faced by organizations in their quest to be both different and yet similar and legitimate at the same time.

Evan Sokro, Impact of employer Branding on employee attraction and Retention, European journal of business and management, Vol,4 no.18,2012. Employer branding as a concept is an extension of relationship marketing principles which identify the need to build acquisition and retention strategies across a number of critical stakeholder markets through closer relationships.

Pallavi srivatsava and Jyotsana Bhatnagar (2011), employer brand for talent acquisition: an exploration towards its measurement. Their study addressed the concerns associated with talent acquisition and how employer brand can overcome some of them. Their study contributes to the sparse academic and empirical work on employer branding. The empirical results are initial steps towards the development of a scale for measuring employer brand in a later stage. The current study will further facilitate development of the unique employee value proposition based on the person-need fit of talent.

Babar Yaqub, Dr. Muhammad Aslam Khan the role of Employer branding and Talent Management for Organizational Attractiveness (2011). Their study investigated the role of employer branding

and talent management for organizational attractiveness. To know about the perception of the university students about employer branding and different ways through which employers hire and manage the future talent. The results of this study indicate the relationship of employer branding talent management for organizational attractiveness. The findings of the study show that students are well aware of organizations recruitment techniques and they prefer to join those organizations where they can find better career growth. The combination of talent management and employer branding can make any organization the employer of choice.

Research Methodology

The research adopted in the study is a descriptive research, as it includes surveying and fact-finding. The research was not done before for the organization. Both primary and secondary data have been used in the study. Simple random sampling method is adopted in the study. The sample size for the project is 70 employees belonging to the Insurance company Ltd. Closed format and likert scale has been included in the questionnaire. Correlation and percentage analysis method. Reliability test was conducted, and it is inferred that, the Cronbach's Alpha is 0.874 (>0.7). This shows that the instrument is reliable.

Summary of Findings

Personal Background of Respondents

Majority of the respondents are Male, Majority of the respondents fall under the age group of 45 – 54 year which is 33 (47.14%). Majority of the respondents are married. Majority of the respondents (i.e) (77.14 %) have worked for 10 years & above insurance-based companies. Majority of the respondents is Rs.3,00,001 – Rs. 4,00,000 as their annual Income of the respondents.

Role of Organization in effective Employer Brand building

Majority of the respondent agree on the statement transparent work culture, employee participation in management, organization climate, and brand image are the cornerstone of the retention strategy of the organization. Majority of the respondent agree on the statement satisfied with the management efforts to plan, coordinate, set goals, and establish routines for giving good service. Majority of the respondent strongly agree on the statement very satisfied with the organization's

recruiting and selection of employees to have the right people for the right job. Majority of the respondent strongly agree on the statement, management provides excellent incentives and rewards at all levels for service quality, not just productivity comparing to other organizations. Majority of the respondent agree on the statement organization provides freedom and authority to employees to act independently in order to provide excellent service.

Role of Perceived Organizational Prestige for Employer Brand building

Majority of the respondents shown neutral on the statement on the statement people in my community think highly of this organization. Majority of the respondent neutral on the statement this organization has a good reputation with the customers. Majority of the respondent disagree on the statement customers perceives the people who work in this organization are high caliber people. Majority of the respondent agree on the statement considered prestigious in my community to work for this organization.

Factor Analysis of Retention

Majority of the respondent agree on the statement that the organization is convenient for them as a place to work. Majority of the respondent agree on the statement retention rate of employees is high due to job security, service. Majority of the respondent agree on the statement compared with other organizations; their organization provides better employees benefits & welfare. Majority of the respondent agree on the statement, organization is always updated with Technology, which helps to finish work on time & focus on work-life balance. Majority of the respondent agree on the statement that the organization provides its employees an excellent leadership development programs & scope for its implementation. Majority of the respondent agree on the statement that the employees consider their job more attractive than similar job elsewhere and intend to work as hard as necessary and continue with the organization. Majority of the respondent agree on the statement organization fairly utilizes my Talent and Recognizes with Rewards for my outstanding work.

Correlation Analysis Results

There is a positive correlation of 0.569 between Employer Branding and Perceived Organization Prestige at 99% confidence level which shows that the Organization's perceived prestige has a great impact over its Branding.

There is a positive correlation of 0.572 between Employer Branding and Individual Motivation with 99% confidence level which shows that employer's motivation has a greater impact to build employer branding.

There is a positive correlation of 0.422 between Employer Branding and Organization Motivation with 99% confidence level which represents that employer branding affected by overall organization motivation.

There is a positive correlation of 0.524 between Employer Branding and Perception Perceived by Employees with 99% confidence level which state that employer perception impacts on employer branding.

Ending Remarks

The organization must focus upon providing and encouraging its employees to aware about the Cross-culture Training. HR department should be more flexible in motivating employees to communicate their ideas to management for improvement. HR department conducts more various attractive activities to reduce stress for enhancing their mental abilities. Organization should allot the tasks which are fit to competencies of employees to satisfied employees with their current job and the kind of work they do. Organization should develop such tools like job rotation for making job interesting and challenging. Management should know the talents of their employees and utilized them regularly. Leadership must be accessible that should share the organizational vision and direction. Managers should be trained to select, identify, guide, coach, reward and retain their people. Managers should hold regular meetings with their work groups and those meetings should keep them informed, give them information and enable them to do a better job. Promotion must be awarded to the deserving employees not to the senior one. Organization should provide more opportunity for career growth of the employees by coaching, and by helping employees to achieve their personal goals, by providing adequate training and Encourage for the staff development, and opportunities for growth. Majority respondents are proud to tell people that they work for this organization. Company treats their employees well. As the company needs to improve the

incentive policy and retention strategy so that employees feel that it is best company to work. Considering everything, respondents are satisfied with their company. "Organization's employees are aware that they are an asset" in which organization will invest and not a cost" to be reduced. Management knows the talents of their employees and utilized them regularly. It can be depicted that company did what was needed to retain their valuable employees that is why the rate of turnover in their company was lower than the industry average.

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