

# Enhancing Employee Experience: A Strategic Priority for Building Employer Brand

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## Abstract

In today's competitive market, a company's employer brand is an essential strategic tool to improve employee experience and retain top talent. Employer Branding is "a set of attributes or factors which make an organization unique attractive for people who will feel good to work with it and give their best to the organization. Employee experience is about everything an employee experiences throughout his stay in the organization. In the present study an attempt is made to understand the related concepts of employer branding and employee experience. It deals with knowing the link between these concepts by review of the literature and conceptual framework addressed to employer branding. The final part deals with suggesting various measures to enhance employee experience and considering it as a strategic priority to build Employer brand.

**Keywords:** Employer Branding; Employee Experience.

## Introduction

In the present scenario there is a sea change in the workplace. The industrial age witnessed skilled labour, the information age witnessed the knowledge based personnel and the present cognitive age is dominated by technology. In fact, the cognitive age is more human oriented era where employees have more opportunities for growth and rewarding experiences at the workplace.

In this scenario organizations are assessed not only on the products and services but also on the image of the company in the job market. The brand image of the company makes it attractive to the potential job aspirants to apply for the jobs. Such an attractive image of the company allows it retain the talent which consequently leads to increased competitiveness of

the organization. Organizations' that set enhancing employee experience as a strategic priority to build employer brand go a long way in creating an organization culture of creativity, innovation and also gain customer loyalty.

## Review of Literature

Moroko & Uncles, (2008) In order to ensure continuity and profitability organizations should build an employer brand which helps in inducing the potential job aspirants to apply for the jobs and retaining the best talent desirable for the organization.

Knox & Freeman (2006) every organizations has an employer brand which plays a important role in attracting and retaining the best talent. This will enable the organizations to attract potential recruits and also to take them on rolls of the company.

SHRM (2008) In the organization with a good employer brand employees experience a sense of belongingness and commitment towards the organization. External stakeholders also have a great experience of being associated with the organization.

Rosethorn (2009) Employer brand (EB) is a mutual contract between the organization and its members as they choose to work and stay together in the long run.

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CIPD (2006) Employer brand is a bundle of attributes which makes an organization unique and attractive. Employees develop a kind of affinity towards it and contribute their best towards organizational goals.

Wellin (2013) the study shows there is a link between what employees perceive about the organization and employer brand. It clearly shows there exists a psychological contract between employer and the employee which will affect the decision of continuation of employment service in the organization.

Hieronimus et al., (2005) Benchmarking with the similar companies will help an organization in identifying and analyzing those set of attributes that determine employer brand.

### Conceptual Framework

Every employee interaction with the company right from his initial contact till the exit from the rolls of the company is termed as Employee experience. Employee experience should not be mistaken with talent retention program or any other programs associated with employee engagement program. It is more of an attempt to align corporate communication to deliver great employee experience in tune with the corporate culture.

Employer branding involves creating, developing and communicating the organization culture in the marketplace. It is the total sum of functional, economic and psychological benefits provided by employment and identified with the employing company (Ambler & Barrow, 1996)

Employee experiences in the company go a long way in creating an image of the company which employees establish in their mind. The good experiences add value to the company and the bad ones subtract it. It is up to the company how effectively it will address the situation and engage its employees and motivate them to deliver their best performance.

### Procedure Methodology

The study is primarily based upon the secondary data. For this extant literature related to the topic from different databases, websites and other available sources was collected. A systematic review of collected literature was done in detail.

### Result

The present environment in which the organisations are operating is most unpredictable and

volatile. Employers need to cope up with changes occurring in within and outside the environment of the organization. If they can manage change they can have a competitive edge over its competitors in the market.

The following is the list of factors that affect employer branding and which indicate the significance of building employer branding (Fig.1)

1. *Environment of the organization:* There are many factors in the environment of the organization like demographic, change in the structure of human resources and attitude towards the work and the company that affect employer brand building. Especially the young generations working style and perceptions towards work make it difficult for the company's to attract and retain the best talent.
2. *Globalization:* The wide spread of the company business across the globe also make it difficult to cope up with advanced Information and communication technology at transnational level.
3. *Competitiveness:* Talent management plays an important role in building a competitive organization in the long term. To attract and retain the talent pool company's need to adopt employer branding policies to fulfill long term needs of its employees.
4. *Transparency:* The most important factor that determines the need to build branding programs in the company is to be authentic and transparent. The wide range of social networking sites give a platform to the employees to spread the company's news and discuss their opinions. Hence it is very important for the employer to be transparent.

### Anatomy of Employee Experience

Employees derive positive experience if certain elements are present within the employees in the workplace. Let us examine the anatomy of employee experience.

- *Belongingness:* It is a feeling of being part of the team, group or organization. Such employees wear their hearts on the sleeves and take pride in associating themselves with the organization
- *Purpose:* It is to know the purpose of work and what it takes to go that extra mile in one's own performance.
- *Achievement:* It is a sense of accomplishment derived from the work that is being done.
- *Happiness:* It is a feel good kind of experience of an employee after the completion of the task. Such employees feel happy and motivated to come to work every day.

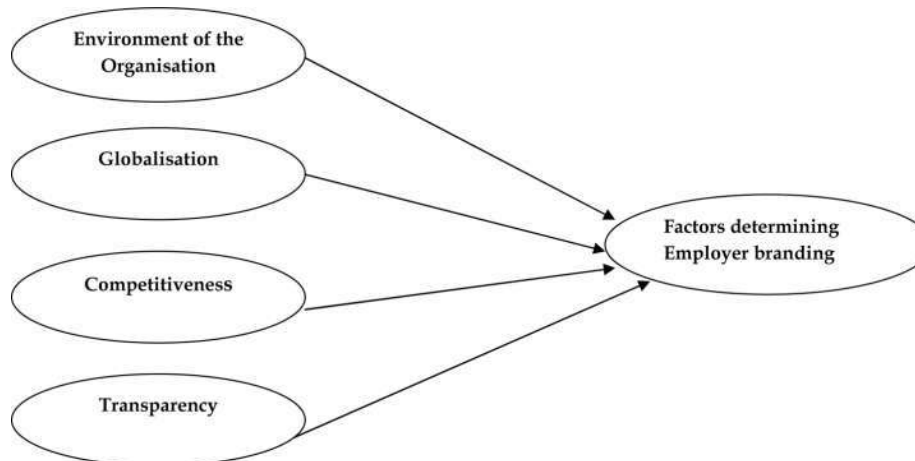


Fig. 1: Factors determining the need for Employer branding

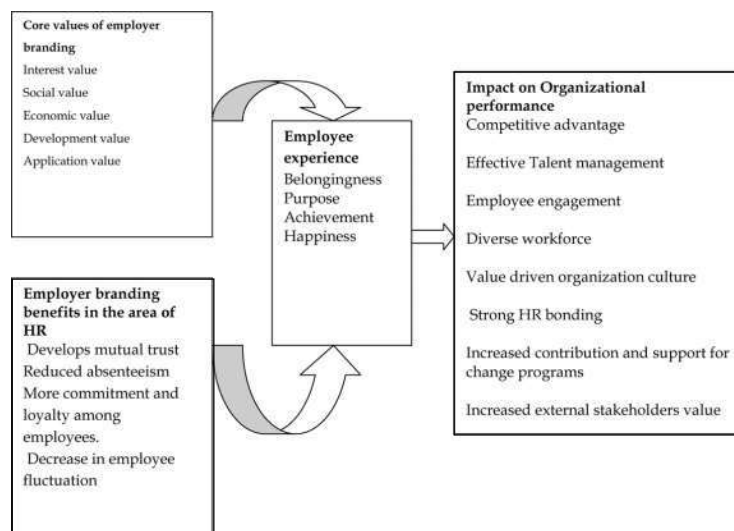


Fig. 2: Link between employer branding, employee experience and its impact on Organization performance

Core values of employer branding to enhance employee experience

To construct employer brand organizations need to build five core values into the system. They are-

- *Interest value:* Employer should create a congenial work atmosphere with best work practices. Individuals get attracted towards such environment and contribute their best to such organization.
- *Social value:* The working environment should be supportive and encouraging. A good team atmosphere creates a fun and happy workplace.
- *Economic value:* Potential job aspirants get attracted to the employer who is a good pay master and provides job security and growth opportunities.
- *Development value:* Every employee looks for growth and advancement in his career. Employer must identify and recognize the self worth of an employee and prepare him for future employability.

- *Application value:* Organization should provide an atmosphere of learning and an opportunity to its employees to apply and practice what they have learned.

### Discussion

Constructing an employer brand involves building core values- Interest, social, economic, development and application values- into the organizational culture. Employer branding programs if carefully designed and properly implemented can benefit human resources as shown in the Fig.2. Such programs develop a sense of loyalty and commitment among employees. Employees experience the meaningfulness of their work and pleasant feeling of accomplishment of the task.

## Conclusion

The past witnessed a very limited scope for employees as they remained inferior to employers. Employees were never considered a part of the strategic management of business. But the present scenario is there is an incredible change in the mindset of the employer. Employees are treated as assets of the company and are treated with respect. Currently many business operations are based on the human capital the company owns. To survive and succeed the company's must have the best and integrated talent. But there is always a shortage of best talent specialist. Hence employers should create a work environment and culture that attracts people to apply for the jobs and get employment in the company. By doing this organizations not only attract and retain talent but also create a unique employer brand for itself-an image of the company where employees develop an affinity for the workplace. It also gives a competitive edge in the marketplace. Now-a-days employers have realized that the success of any business depends on the pleasant experiences its employees have in the organization. It's the happy employees who build the company's brand in the market.

The following recommendations are made to enhance the employee experience at the workplace and also to build an image of the company as a place to work.

- Creating a value driven culture is very essential and is the basic foundation for building employer brand.
- Orientation program's should be designed to reduce anxiety and of new entrants and help them to adjust to new job environment.
- The ambience and ergonomics of the workplace give comfort in the employee's day to day activities.
- Create a climate of contemporary learning which enables employees to advance in their careers.
- Organize special employee centric events and elevate employee's achievements and contributions. This also gives them a platform to give their insights about the company.
- Update the employees with modern technology and also train them to catch up with the workflow.
- Empowering employees to influence and lead is very essential. Employer should change the thinking of the employees that leadership stems from top level.

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