A STRATEGIC MODEL FOR PERSONNEL RETENTION OF EMPLOYERS IN IT COMPANIES BASED ON WORK CULTURE AND EMPLOYER BRANDING

M. PREETHA¹, G. MURUGESAN²
¹Research Scholar, Vinayaka Missions Research Foundation, Salem, Tamil Nadu, India.
Assistant Professor, Career Development Centre,
SRM Institute of Science and Technology, Potheri, Kattankulathur, Chengalpattu District, Tamil Nadu, India.
²Professor, VMKV Engineering College,
Vinayaka Missions Research Foundation, Salem, Tamil Nadu, India.

ABSTRACT

Employer branding is the efficient way for maintaining and retaining the highly qualified employees in the Organisation, which is mainly focusing on hiring the well-qualified and well-equipped employees. Further, Retaining on the Employees is also a great confrontation in employee management scenarios. The observation and the performance measurements are the significant process and additionally, Maintaining and Planning an Internal Branding between Corporate Brand and Employer Brand helps to identify the Obstacles in Employer Retention. Interactive Marketing Clearly Focus on the Employees Attitude and Customer Experiences. External Marketing’s path is to govern the Organizational Needs and Requirements towards the Progress with the Customer’s Feedback to get a Rectified outcome. Internal Marketing areas have to play a Serious and Intensive Care about the Satisfactory Levels of its Employees, Importance to their ideas and opinions towards the process of ongoing projects, and Views of its Employees in the Firm. Identification of the Employer Attributes, Influencing the Management practises and aligning the organisations behaviour, Minimizing the communication gap arising between the employers and the Employees, Positioning the management as a leading one in delivering the products, improving the productivity, and enhancing the overall growth of the firm. In today’s scenario the IT sectors operating in Chennai started focusing on the Employer Branding strategies for retaining its Employees and this work is effectively focusing on that, and the result shows a tremendous growth in the production and performance with minimum hiring Budget.

Keywords: Employer Branding, Organisation, Retention, Internal Branding and External Branding.

I. INTRODUCTION

Retaining the Employees in the Organisation is as tough as retaining the Customers. It is the main task for the management to have a clear focus on its employees and their state of mind towards the organisation and also the ongoing work and project allotted to them. In the current scenario it’s a prominent challenge for the Management to have a Coordination and cooperation with its Employees. Employees should be deserved the opportunity, salary benefits, performance appraisals, etc. In case if the Employees feel that they don’t deserve to work with the organisation their Efficient will not give the satisfactory results. To be a successful firm, it needs proper foundation with a focussed Goal. Foundation can be formed properly with a well-equipped employees and their satisfaction. If the first phase is achieved then the work process will lead to attain the goal without any obstacles. Retaining the well equipped, well trained and highly talented employees is more challenging than recruiting the right Employees as tremendous opportunities are always knock the door for the deserving candidates. The factors mainly involved in Employee Retention are presented in Figure 1.

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Employer Retention can be properly enhanced and achieved through several Employer Branding techniques and strategies which mainly focus on the organisational values and its objectives. Employer Branding is the Unique Concept which comprises with a set of highly accepted positive attributes, with certain satisfactory key concepts of its Employers to continue their work with the organisation. A questionnaire was conducted to several employees working in IT companies in Chennai and analysed their views and thoughts towards their working culture, expectation levels, their needs and requirements, and the professional ethics towards their career goal and the growth and development of the organisation. Good leadership skills and good motivational skills are the main idea behind employer branding strategies on Employer Retention. Moreover, the work analysis is completely based on the following objectives.

i. Identifying the organisational structure and working model.
ii. Identifying the talented personnel’s and implementing the employee brand equity.
iii. Identifying the security measures and the satisfactory levels of the employees.
iv. Identifying the working atmosphere is favourable for the employees or not.
v. Checking whether the complaints raised by the employees are properly checked or not.
vi. Checking whether the HR team is concentrating on the motivation and performance appraisals or not.
vii. Identifying the common Factors influencing the Employer Branding is properly governed or not.
viii. Identifying whether feasible solutions are given by the employers or not to the employees.
ix. Identifying whether precautionary measures are properly governed or not.
x. Identifying whether the views and suggestions of the employees having a welcome note or not.
xi. Identifying whether the training programs and skill developing sessions are helpful to the employees to achieve the required knowledge and enhancing the efficiency.
xii. Identifying the pay scale covers the pension, medical insurance, housing allowance and also whether it is agreeable to the employees or not.
xiii. Identifying whether the management focuses on the promotion policy or not.
xiv. Identifying whether the organisation is conducting proper meetings to know about the needs and suggestions of its employees or not.
The remainder of this paper is segmented as follows: Section 2 describes about the related works on various strategies for employee retention in Companies. Section 3 provides the clear structure and work flow of the proposed model. Finally, the paper is concluded in Section 4 with some points for future enhancement.

II. RELATED WORKS

There are myriad researches are done about marketing and branding and also works are provided for deliberating about company reputations. Nevertheless, there are minimal work are there for concerning about the employer branding, specifically connectivity between the employee retention and branding in the perception of human resource management. In the process of marketing strategies, the branding can be defined on factors such as, name, term, logo, symbolic representation, or design can effectively describes the products and service variations of companies. Moreover, in [2] [3], turnover intentions is describe as the decisional, behavioural and attitude based process, which proceeds to voluntary turnover. The employee turnover includes significant cost, replacement, employment, management factor, tentative employees and also includes indirect pays such as cost of learning, employment training, service quality, organizational memory [4].

Employer branding is a model approach that is constantly increasing and making the company’s reputation in covering employees and managing employee retention [5]. The companies are concerned with what their employees thought process about their employer or the firm. The employer branding also defines the employee constancy and retention that improves that makes the employees to work for the firm [6]. Employer retention can also defined as, the model that produces high impact for the complete employment process, additionally, it also enhances the better working state for the employees [7]. According to the authors of [8], a company utilizes the employer branding process for attracting the workers in their business and makes the employees to take effective decisions to retain or leave from the job. Moreover, employee retention is mainly based on the organizational figure out that is presented in the employee’s mind that is effectively significant to attract a better environment [9].

In the existing model, the employee retention can be described as, “a model derived for a business to manage an optimal working environment and simultaneously, the operational requirements are satisfied” [10]. Furthermore, a major challenge that is faced by companies is retaining the youngsters on job, since; they are having the capability to switch their companies [11]. In recent days, workers are becoming more opportunistic, because of the enormous job opportunities available all around [12]. Hence, it is significant for companies to frame strategies for employee retention in efficient manner.

III. PROPOSED WORK

3.1. Employer Branding Strategy

Employer Branding is the Principle factor followed by organisations to attract its Employees and Retaining the Employees in the Firm for the steady growth of the organisation in order to avoid the recruitment and training costs. The Employer Branding builds an image to create a positive and secured place to work and also upgrade their career in an efficient way. Today, well enhanced branding strategies are needed to attract and gain the trust of the employees towards their organization. This paper analyses some key concepts of the Employer Brand and also examine how IT companies in Chennai focuses on employee retention. The immense competition in the Market has made the evolution of the branding to stand in the queue of the growth and development of the organisation. With the help of an extraordinary employer brand, the firm will definitely show growth in quality, efficiency, and productivity.

Nowadays, the IT sectors in Chennai are mainly focusing on the retention of its employees to maintain the steady growth. The business owners, and the remaining C grade owners who should a clear vision over the growth of the company and they should set certain values which they want to establish and enforce to achieve. Second is the HR team and the HR is the full responsible person to handle the views and requirements of the employees in firm and report the reviews given by the labours to the top level management and rectify the problems immediately. The function of the HR team is to concentrate on the employee’s satisfactory levels and not on the top level team.

1. Setting the goals.
2. Identifying the deserving candidate.

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3 Working Environment

4 Compensations and appraisals.

5 Career growth favours.

6 Production analyses and efficiency.

7 Expectation of the employer and employees

The employer Branding concepts came into force from early 1990’s after the rise of employee’s dissatisfaction and conflicts observed in various organisations worldwide. Henceforth the Management Authorities and Business suite Executives all over the world try to include the Branding Methodologies and Retention Techniques to enhance the Employers work place satisfaction and rectify their suggestions in a prominent way. Its main Vision is to envision a frame and ideologies of the company as the Best place to work and Update their Career in the firm. The Main aim is to maintain an Emotional Bonding between the Employers and the Employees. The Management try to provide the benefits, its values, mission, and policies of the highly established branding in a Business strategy.

The main focus is to provide the positive cooperation with the Employees and to achieve the target in a sound way. The idea behind the Employer Branding Concept enhances the HR Budget to focus on the staffing and talented workforce to maintain a gradual increase of the firm. Nowadays, the IT industries in Chennai are Mainly Focusing on Employer Branding Strategies, reinforcing the talented workspace, improving the performance, giving valuable Training sessions and getting the reviews and considering the employees suggestions. This Paper mainly focuses to analyse the Employer branding on the IT industry’s operating in Chennai, how they implement Employee retention through Branding. Also, examining the relationship between the Employer and Employees also included. The Brand Equity should be considered in order to maintain retention in a valuable manner. Employee Engagement and Employer Branding has a direct proportion analysed in [1]. This work contributes that Employees positive attitude and Passion towards the allotted work mainly depends on the Employer Branding Techniques and ideas. Working pressure, egocollisions, Mind relaxation, Attention to finish the Market target, working Atmosphere also is considered in the Branding methodologies. Branding may also be categorized into two major parts. And, the Figure 2 denotes the factors involved in Internal and External Brandings.

As presented in the Figure, the Employee Retention mainly depends on the Performance and the positive feedback given to them. While analysing the end results the Organisation has to enhance the Appreciations first. The Drawbacks of the Results should be intimated to Employees as a “Concentrating Parts to get improved” and not as their faults. If the Faults are Highlighted the Employees may get dissatisfied and fear to precede further works with full participation and Full concentration. Internal and External communications will be the main concern on Retaining of the Employees which always have a clear focus on its Employees, so with all these constraints the productivity and profitability, performance, Retention of the employees will be in a geometrical growth to the Organisation.

Internal Branding mainly focuses on the experienced candidate’s needs and requirements, their views and ideas, Suggestions, complaints to be rectified, quality checking measures. It also enforces the HR team Management to have a correlation between the Employers and Employees.

External Branding mainly concentrates on the customers and also attract new talented Employees to their firm. It mainly focuses outside the organisation and tries to welcome the innovative ideas to be influenced. Employer Branding always create and try to include a conducive environment in the work place which will automatically make the employers to have a bonding with the Management and also to remain in the firm. Employees Identity Construction mainly deals with different forms to Retain and strengthen the Employees inside the Organisation.

3.2. Employer Branding Techniques for Strong Employer Retention

A highly successful Employee retention schema focuses on the Appreciation and Appraisals to its employees. Excitement, various challenging roles makes the employees to have a strong passion towards their work. Paying the employees above the market rates is one of the key elements in retaining the Employees. Hence, the IT industries are ready to pay its employees a high salary and also attract talented personnel’s to have a thirst to

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work in the management. Keeping the employees fit to feel satisfied both physically and mentally enhances the confidence. A good communication segment is also improving the retention of the employees as they feel free to share their ideas and views. Flexible working atmosphere and a proper work life balance is essential to job satisfaction.

3.3. Employee Retention Strategy

According to the Society for Human Resources Management, a highly secured Organisation will not only concentrate on its productivity and performance but also focus on its Employees Envision towards their organisations growth in the Market. Selecting the Candidates by looking at their previous longing time in their past work experiences. Providing advanced career developments and including their growth and interests towards the mission increases the employees in the firm. Including Corporate Training which helps to foster the forecast the gaining of new technologies and embedding the various available resources is one way to maintain the employees in the organisation. According to (CTA) Consumer Technology Association, a wide Range of Employees is interested to remain in the Organisation if they are provided with a platform for their professional development and career guidance is availed. Moreover, Paid Leave and Flexible schedules make the employees to remain even in tough situations in order to enjoy the comfort zone. Proper Retention Plan should be considered while hiring an employee. The employee retention strategies that are considered in this based on the efficient analysis of the process in the IT companies in Chennai to keep the talented and skilled employees within their organisation are listed below.

i. Delivering the feedbacks and suggestions in a more motivating way.
ii. Welcoming the innovative thoughts of the employees.
iii. Offering Rewards.
iv. Hiring Variety of Knowledgeable persons.
v. Creating a fun-filled work space.
vi. Creating a positive and friendly working environment.
viii. Stability in the working environment.
ix. Providing the employees the chance to grow in their career and update their technical and managerial skills.
x. Creating a transparent communication between the Employers and the Employees.
xi. Try to get trust from the Employees.

Figure 2. Factors Involved in Branding
xiii. Providing a challenging environment.
xvi. Providing a safe work place with all needed benefits.
xviii. Providing appropriate tools and techniques for the Employees.
xix. Providing a Proper breaks and offering snacks and drinks to the employees.
xx. Allocation of work schedule and acceptance of their problems.
xxi. Proper Compensations.

3.4. Enhanced EVP
An EVP (Employee Value Proposition) which is a highly estimated proposal that mainly concentrates on the Employees required levels of return for their talented outputs and their role in the organisation. Every Employee Module Should be clearly framed with this EVP Protocol which always includes the labourers benefits in order to maintain a prolonged workmanship. EVP should not only focus on the medical insurances and compensations but also an extra requirements needed for the maintenance of a strong Employer Attractiveness and Employer Retention. EVP is a strong tool which acts as a communication bridge between the Employers and the Employees. EVP Modules should focus on the career development and growth, Companies current status and vision, career achievement and Guidance, Technically strong Training Facilities, Sound Foundation for the prolonged growth, Nature of its coordination in the market, Business plans and Envision programme results.

3.5. ABCDE Rule
• Employees should be provided Adequate Information’s regarding their nature of job and the expectation level of their work’s output should be given to them prior to get the maximum expected results.
• Having Strong Belief on the Employees will boost them to improve their work efficiency and motivate them in a proper way.
• Providing Compensations and Congratulating them whenever they prove their knowledge and skills
• Decision Making, Dedication should be considered as a positive response.
• Employee Empowerment and Healthy Environment make the employees to Retain in their Job.

And, the following Figure 3 portrays the model of the proposed work considering the various factors and scenarios of employees in a company.

1 Designing Phase
2 Implementing Phase
3 Monitoring Phase.

Design Phase mainly focuses on the Internal Environment. Creating a good work Environment and Enhancing the work performance in an efficient way. It mainly focuses on the needs of the employees and their Requirements as a Human and also as a member of the Management. Providing all the needed equipments and tools for them and highlighting the beneficiaries and compensation.

The Implementation phase is categorized into 2 Parts.

1 Actual Employees.
2 High skilled Employees.

The main goal of Employer Branding is to attract highly skilled Employees to their firm and also to retain its old employees and also the experienced talented employees. Hence, it is a challenged part for the Management. The Branding Strategies concentrates on the External communications such as websites and newsletters, other competitors, outside availability, Target selection, Current Market Scenarios, Employees Redressed Meetings and
committees, Expectancy Levels of the Employees and Improvement areas inside and outside the Organisation. Monitoring Phase constantly focuses on the Suggestions and Feedbacks obtained from the top level Management and rectifies the Results. The IT companies operating in Chennai mainly Concentrates on Branding and Retention Techniques and Implementing all their Research Methodologies and Ideas in these two Concepts and Finally Reveals the Improvement Ratios are Higher and Satisfactory.

![Diagram](image)

**Figure 3.** Design Flow of the Proposed Model for Employee Retention in a Company

### 3.6. Strong Evaluations

Evaluation of the Employer Branding Concepts is a significant process here. Periodically, Examining the Results, Updating the status of the Company, its Morality, its Functional Tasks and Compatibility. If the company achieves its goal and once the Mission is accomplished the HR Team should focus on the Planned Employer Brand and it has to return the Finished Projects Time Frame and the previous allocated process to the high level Management. Employers will also be enquired to submit their reviews and suggestions in their previous work done and their Ideas should always be welcomed. With this the Employees will get a clear idea about their company’s Nature and a bonding towards its employees. Recognizing Employees Hard work and Encouraging

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Collaboration may be a boon for the Employers to stick with the organisation. Since, Retention is considered as one of the tough Management strategy, if the Management focuses on the Proper Employer branding Techniques and Measures it can be easily achieved.

3.7. Pretesting and Analysis

All the IT Industries operating in Chennai mainly concentrates on the Enhanced Output with Minimum Technical Errors and Maximum User Friendly techniques and On the Spot Rectification Remedies. Employees always concern that analyzing the Entire Behaviour of the Product and Pre-conducting testing strategies are helpful to reduce the workpressure before and after executing the results. Pretesting focuses on the Nature and ongoing process of the product and helps to identify the need to improve areas in the particular domain. Evaluating the Results helps to improve the Product in an appreciable way. Strengthening the core operations, expanding the needed requirements, doing more with minimum cost are the key ideas of Employer Branding Strategies for retaining its Employees.

IV. CONCLUSIONS AND FUTURE WORK

In this study we have examined the Employee Retention in the IT companies in Chennai through Employer Branding techniques has a tremendous growth. As noted the Competition for the talented and skilled labours are in high demand so the organisations have to concentrate on the skilled workers and also they have to provide them the extra pays and appraisals to retain them in the firm. Moreover, this study infers how to select a right candidate, how the hiring officials should concentrate on the retention of its employees and how branding helps to reinforce the workforce in an efficient way.

In future study, the work can be enhanced in such a manner to validate extra verification in wide range of employees and provide the needed and optimal verification of the employer attractiveness using the Employer Branding Strategy.

REFERENCES