

“Employer Branding And HR Practices: Hands In Glove”

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ABSTRACT

Branding in present times has become a tool to attract customers, stakeholders and to increase brand equity. Any employee of a company joins and retains himself in a company where the culture and environment is conducive to work and grow. Hence there seems to be a grave need for employers to brand themselves. This helps them to recruit, select, train and retain the best of the talent in the Industry. Excellent branding of the employer helps to develop right perception among people, this helps in inviting a large number of applications, which further provides a better choice for the employer. Employer branding also helps the organization to develop a competitive edge in the job market over its competitors.

If HR policies and practices are well defined and structured, they are able to meet the requirements of the employees'. Also companies which are sticking to their HR norms and procedures have been able to develop faith and retention in the minds of the employees. This paper is a conceptual paper. The findings are based on the literature review and talks about the effect of HR activities that are been performed complying with HR practices in building employer branding. In the process, employees stick to the organizations reducing turnover. The company is able to attract good brains, motivated employees with increased productivity leading to loyalty towards organization. In the end conclusions are drawn and practical recommendations are given pertaining to how HR Practices and HR Activities can be used to enhance Employer Branding.

Keywords: Employer Branding, Employee Loyalty, HR Practices, HR Activities, Organization Association, Culture, Image, Identity, Employer attraction

INTRODUCTION

Business Environment in the present scenario has become very competitive. No business can sit back and apply the strategy of wait and watch. A reactive organization slowly and gradually loses its grip in the market and ends up giving away its market share. Whereas a proactive firm tries to know what the market demands, tries something new, innovates and finally wins over the market and gains in market share. Hence to be proactive, the HR Manager should also take steps pertaining to planning, recruitment, selection, training, development, compensation and retention to survive and attract the best talent in the era of tough competition.

The HR manager needs to balance between the employer and the employee. He should set the policies and procedures in a way so that it may serve all the basic needs of the employee as well as be a watchdog for the management. Secondly, HR policies need to be consistent, transparent and easy to understand and implement in treating people. A well designed HR policy motivates and builds loyalty for the firm, which leads to employer branding.

A firm which historically has struggled in its existence and competitiveness is a result of combined failure of

its entire 'package' of activities. One important part of this package is framing of its HR policy, not to mention its other finance and marketing strategies. More often than not, companies which have failed in sticking to their HR norms and procedures have not been able to develop faith and retention in the minds of the employees. This has resulted in high employee turnover, failure in attracting the good brains and has kept the employee in doubts. All in all, it has not built an employer's brand.

On the other hand, some companies are known for their 'man handling'. They have always kept the employee first. Thereafter have come the products and the profits. This leads to a happy and content employee who is proactive and takes ownership of the firm. Studies have shown that the success of any firm, be it small or big, is credited to the employees. These employees have joined and retained themselves for the fact that the employer had a reputation of treating his employees like his family member.

RATIONALE OF THE STUDY

In today's competitive environment, the marketing department is no more solely responsible for a company's image. Organizations have started using a new integrated approach where Human Resources represent the company as a brand. Recruitment and Selection process do affect a company's image and reputation (Sparrow, Schuler, & Jackson, 1994). If hiring is not handled properly, it may result in dissatisfaction. A dissatisfied worker is a de-motivated worker which will affect the effectiveness and efficiency of the company in the long run.

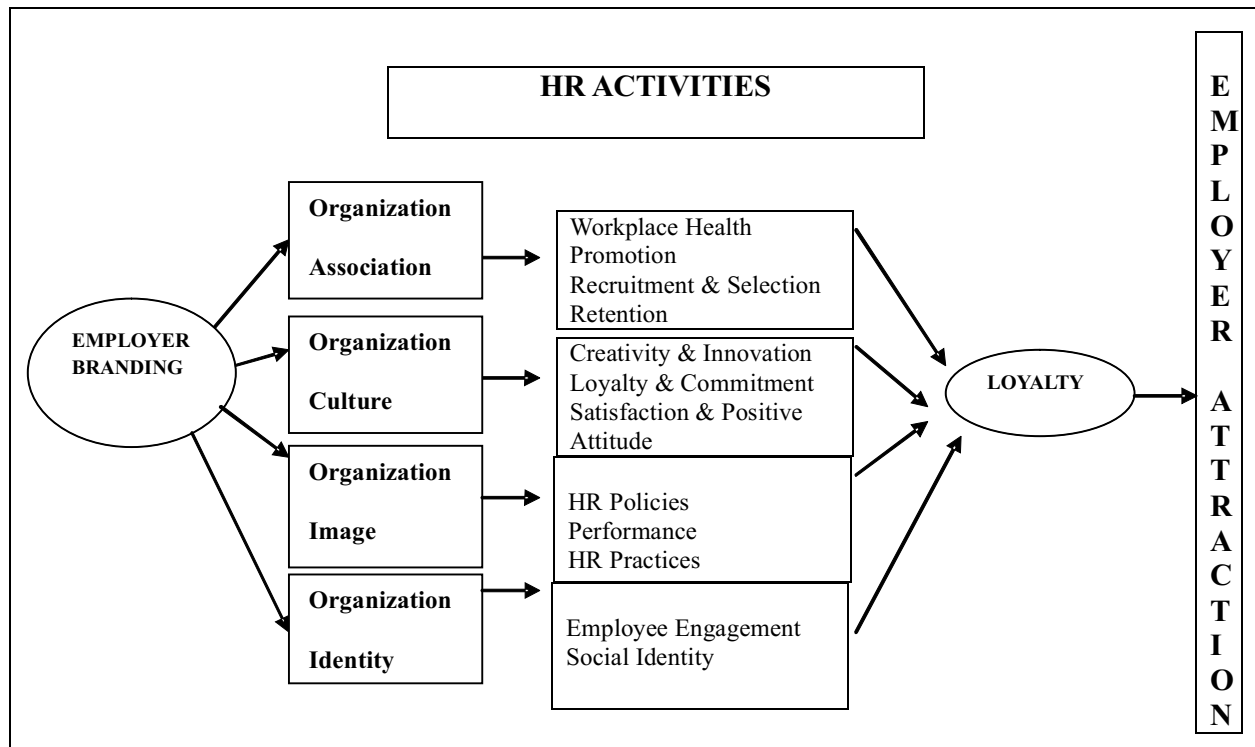
Apart from this, an organization has to have well defined innovative and dynamic HR policies and continuous talent management in order to attract and maintain and make the employees stick to the organization. Organizations should try to make its visibility as one of the potential workplace so that the employees do not leave the organization. Implementing effective HR practices will make the employees work behavior positive and will lead to organizational growth (Damampour & Gopalakrishnan, 1998; Tan & Nasurdin, 2010). In fact they should be so much motivated that they continue working and will produce excellent results, productivity and increased profits in competition. They will be satisfied employees and their work engagement will lead to work commitment and loyalty. When this happens it results into employer branding. The study is an attempt to find out the various constructs of employer branding through literature review and what HR activities an organization has to practice so that employees become loyal and will change the perception of outsiders and entice them to join the firm thereby promoting employer branding so that the company can survive and grow in the competition (Mosley, R., 2007).

OBJECTIVES OF THE STUDY

- 1) To critically appraise the literature on how HR Practices leads to Employer Branding.
- 2) To arrive at conclusions and make practical recommendations on how HR Practices and HR Activities can be used to enhance Employer Branding.

RESEARCH METHODOLOGY

This paper is concerned with the theoretical relationship between Employer Branding and Employee Loyalty through various HR practices. Four constructs - Organization Association, Organization Culture, Organization Image & Organization Identity are namely studied. HR activities identified are Workplace Health Promotion, Recruitment and Selection, Retention, Creativity and Innovation, Loyalty, Commitment, Satisfaction, Positive Attitude, HR Policies, Employee Performance, Employee Engagement and Social Identity. Using literature review how these HR practices creates employer branding leading to employee loyalty is studied. Appropriate references are given in the reference section of the paper.

Fig 1: Proposed Research Model

Source: Author

Theoretical Framework

HR Practices & HR Activities

HR practices provide guidance in achieving business goals in accordance with the business plan. It tells how an employee will operate in an organization and what will be the impact of the performance based rewards. It also defines program related to work place injuries and compliance of legal laws to promote employee well being and safety.

HR activities represent the directions set by HR practices and tries to achieve and comply with the practices. If training is an HR practice then the actual presentation of the information outlined by the training program is HR activity. Recruitment, hiring, firing, administration of health and wellness programs are HR activities.

Employer Branding

Employer Branding is a complete package of economic, psychological and functional payback provided by the employer. Today the key differentiator company is one which offers a complete bundle of benefits and fringe benefits to its employees. People have started considering the workplace to be quite an important place, since they spend most of their productive hours of the day at their workplace and secondly the reason being of maintaining a good work life balance. The fact cannot be ignored that the happiness factor of the couple in the family much depends on the environment of the workplace, which underlines the importance of a healthy atmosphere at the workplace. Happiness index, an important agenda of governments across the globe, can be attained only when companies provide a healthy and competitive environment in its organization. Researches prove that organizations have started to realize the significance of attracting the right employee which promotes company's brand thereby distinguishing the company as an attractive employer by using employer branding strategy (Backhaus & Tikoo, 2004; Gaddam, 2008; Foster, Punjaisri and Cheng, 2010; Barrow, 2008).

This achievement of the firm leads to loyalty towards the firm, which in turn helps in branding of the employer.

The Conference Board is a global, independent business membership and research association which provides organizations with practical knowledge to improve their performance and serve society in a better way. The report of this Board addresses the concept of Employer Branding and mentions that Employer Branding is on rise and is robustly connected to HRM as companies have started their branding efforts towards employees (The Conference Board 2001:10).

Brand is considered one of the most important and valuable assets of a company (Backhaus & Tikoo, 2004). Generally brand is related to a company's name, its products or services and the specific logotype. But however branding can be a part of Human Resource Management to attract new employees and to retain the already employed employees of the company (Kunrath & Mosley, 2011). The Report published guidelines concerning Employer Branding were starting to contrive but the report showed that 56 percent of the responding HR executives did not believe they had an employer brand. This in contrast to the finding of many companies using an Employer Branding strategy, but they just did not know the name of it.

According to HR consultants, there is a rise in Employer Branding (Barrow, 2008) as there is a shortage of qualified human capital in labour market (Dew-Becker & Gordon, 2008). This resulted in an intense competition for these human capital shifting the focus on uniqueness and a leading edge as an attractive employer in order to attract the best qualified talents (Lievens & Highhouse, 2003; The Conference Board, 2001).

Employee Loyalty

Employee loyalty is an affective commitment among employees. Affective commitment means an employee wants to continue his relationship with his employer (Allen et.al,1990). The reason being that apart from his instrumental worth and enjoying relationship, he experiences a sense of loyalty and belongingness towards his company. These loyal employees are valuable assets and will likely to take care of customers, understand their needs and deliver what customers want (Geyskens et.al.,1996). This helps in profitability to the organization, reduced turnover rate and hence improved employee loyalty.

Employee loyalty is hugely important to businesses, as it has the potential to increase a company's market share (Michlitsch, 2000). The attitudes and commitment of a company's employees can influence customer loyalty. Employees who are not committed to their work may be unwilling to cooperate with customers, which may have a negative impact on customer satisfaction and loyalty (Koziol, 2009; Emmerson, 2007). One review found that as much as 40–80% of customers' levels of satisfaction and loyalty were determined by their relations with the employees, depending on economic sector (Bulgarella, 2005). WHP measures and programmes have been shown to help improve employee job satisfaction and commitment to the organisation

In conclusion, WHP may have the indirect benefit to the company of improving service to customers and, in turn, customer loyalty.

Focus on Employer branding is a must as skill shortages continue to test candidate sourcing and attraction strategies and competition for the best possible staff remains high, the issue of employment branding continues to gain attention. This war for the right talent is placing pressure on organizations to become an employer of choice. In addition to this, changing aspirations of employees and changing nature of the workforce puts in a demand for employer branding.

Employer Branding - Employee Loyalty

● **Organization Association**

Employees associate with the organization in which they work only when an emotional response is triggered.

In such a case employees develop a strong and lasting attachment to the organization which can be compared to a feeling of bonding, love and belongingness. This simply implies that the workplace environment is conducive and employees' well-being is taken care of. Workplace health promotion (WHP) is the collective efforts of employers, employees and the society to improve the health and wellbeing of employees at work (Nöhammer et al., 2009). Workplace health can be promoted by the employers, workers and society. It is necessary as workplace directly has an effect on mental, physical, social and economic well being of employees and most of the time an individual spent is at the workplace (Capra & Williams, 1993).

Health of the workplace can be achieved by improving the environment at the workplace; also by active participation of stakeholders and taking forward personal development (Chu & Dwyer, 2002). Workplace health programs at the organizational level do lead to decrease in absenteeism and a better environment (Aust & Ducki, 2004). It also leads to low employee turnover and retention of staff. The resultant is improved company image, better productivity and a better standing in the market. (Bupa, 2010). Providing safety measures to all employees has moral dimension, in addition to being a legal requirement. An employer has no right to cause accident to an employee which might incapacitate him or her or kill the person. Monetary compensation does not bring the person back as a healthy individual (Burton, 2006). An employee is a worker and the bread winner for his or her family. The happiness of his or her family depends upon the health and well-being of the worker. It is no secret that the dependents of a worker look forward to his or her reaching home safe every day. Many companies employ safety specialists to design and handle the day-to-day activities of the safety programmes. Responsibility of employee safety depends upon the HR Department whose task is to co-ordinate the activities of all those concerned with safety. Having a Safety Policy is a must (Vogt, 2010). Safety Policy specifies the company's goals and designates the responsibilities and authority for their achievement. It may also contain caveats and sanctions for failing to fulfill them. Systematic training of employees is necessary if they are to do their jobs efficiently and safely. These training practices vary widely in terms of method, quality, content, quality, source of instruction, etc. Workers should also be encouraged to follow procedures that have minimum accidents. The health of the employees results in reduced productivity, high unsafe acts and increased absenteeism (Boles et al. 2004). A healthy worker in fact produces results opposite to these. He is highly motivated in enhancing his performance doing his routine tasks with full dedication. In fact his commitment to work makes him loyal towards his organization. A realization of the advantages which flow from a healthy workforce has impelled many management to provide health services to their employees (Whitelaw et al., 2001). Work place stress also play a major role on the well being of the employees. While diagnosing stressors in the work place, HR experts should be aware of the fact that uncertainty, role ambiguities, role conflict and perceived lack of control heighten stress (Firth et al., 2003). Jobs involving uncertainty over the outcomes, accompanied by low controllability add to stress. Hence HR managers should involve employees in organizational change, efforts that will affect them, work redesign that reduces uncertainty, increased control over the pace of work and improved clarity and understanding of roles help reduce work stress. Employee Assistance Programmes and Fitness Programmes, also called as Health Promotion Programmes are used by many companies. They focus on the employees overall physical and mental health (Mills and colleagues, 2007). Substantial evidence is available to relate the potential role of workplace health promotion programmes and their positive impact in reducing absenteeism and associated sickness disability costs.

Companies providing workplace health promotion for their employees are viewed as attractive and responsible employers. Employers and businesses are valuable parts of the community, and working with the community to promote employee health and wellbeing, either by building community spirit or by providing access to health promotion activities for employees and their families, can enhance corporate image. An additional benefit of enhanced corporate image is increased visibility to potential future employees, who may view the company as a desirable place to work because of its visible commitment to and investment in its

employees and their families and to the community at large. This may play an important role in recruiting and retaining talented employees (Kirsten, 2006; Conrad, 1988; Daley & Parfitt, 1996; Kuhn et al., 2001; Neck & Cooper, 2000). In conclusion, WHP may play an important role in enhancing corporate image; and, in turn, be a significant advantage in recruiting and retaining talented employees.

A well-structured, well defined Workplace health promotion leads to a reduction in employee turnover and hence an improvement in the recruitment of new employees due to the wellness benefits. This has an impact on employee morale and an indirect impact on absenteeism and rate of turnover (Lambert et al., 2001).

Workplace health promotion measures have been linked to improved employee morale and loyalty. Employee morale refers to feelings related to the job performed, and is defined by the extent to which the employee feels satisfied with their given position and the work environment (McKnight et al., 2001; Behm, 2009). This satisfaction is the foundation of an effective and supportive workplace, and a key factor in determining the organization's success (Meagher, 2010). Employee morale consists of intrinsic motivation, type of job, job satisfaction, work meaningfulness, work commitment and work pride (Behm, 2009).

Employee loyalty consists of the following: employee's identification with the company; feeling responsible for the company's image and for the targets set by it; taking actions to strengthen the market position of the company; behaving honestly with respect to both co-workers and the employer; and a conviction that working in their company is the best professional choice and thus deciding to stay in the organization (Warsaw School of Economics, 2004; Loyalty Research Center, 2009).

The implementation of safety procedures and health initiatives at work are ways in which an employer demonstrates that they care about the wellbeing of their employees, and can lead to both an enhanced organizational culture and an improvement in staff retention (CBI, 2010). A survey of attitudes and opinions of employees in the United Kingdom workforce indicated that over half of workers expect their employers to invest in health and wellbeing; despite this, only 16% said that their company had invested money in the health and wellbeing of all staff. It was found that more large companies invest in workplace health initiatives than do small and medium-sized companies (24% compared to 9% respectively). The same survey of workers found that only 15% of employees currently felt that their company had the health and wellbeing of its employees firmly embedded in its culture, and 40% did not think that their company actively promoted a healthy lifestyle (Bupa, 2010).

In conclusion, workplace health initiatives should be central to a company's culture, and when aligned with business objectives are likely to lead to the development of a healthy and resilient workforce. This, in turn, is likely to have a direct impact on productivity and production. Therefore, investing in the health and wellbeing of workers through WHP initiatives can lead to both an enhanced organizational culture and improved employee retention.

● **Organization Culture**

Organization Culture has something to do with people, unique quality and style of an organization (Kilman et al; 1985) and the way the things are done (Deal & Kennedy, 1982). For a successful organization achieving and maintaining quality of product or services and employee satisfaction are vital. Employees are from different cultures and different geographical areas, and a culture must be such that it helps employees perform within the framework of organization's culture.

Culture is invisible power of any organization (Stannack, P., 1996). Developing a strong culture promotes risk taking among all levels of employees and generate novel ideas.

All organizations exists for profitability, the main goal for any business (Stannack, P., 1996). It is the central driver for any superior business performance (Gordon, G.G., & DiTomaso, N., 1992). Profitability can be the

best indicator in order to identify whether an organization is doing things right or not and therefore may be used to measure organizational success (Nash, 1993). An enterprise's culture impacts everything it does (Gordon, G.G., & DiTomaso, N., 1992). Culture has an impact on the response to innovative ideas of the employees and its ability to convert these innovative and creative ideas into possibly successful products (Barlow, 1999). The amount of inputs given by the companies to work upon innovation varies from company to company (Wolff, 2007). The inputs may not guarantee innovation outcomes as the process is complex and associated with risks (Rosenbusch et al., 2010) and the company performance may suffer. Performance is a function of a firm's values and beliefs; a strong culture will have strong shared values amongst the employees; a predictor of firm's performance (Denison, 1990).

Culture may be the processes going on in the minds and these may vary from employees to employees differentiating one member of a group from another. Culture may also let know the employees regarding the goals to be achieved and direct each member towards the attainment of organizational goals (Hosftede et al, 1980). Organization is a co-ordinated system where the individual efforts, group efforts and organizational efforts are integrated and effective interaction among them highly depends on organizational culture that shapes the individual performance (Kozlowski & Klein, 2000). High performers are appreciated and their performance is measured appraised, compensated, get recognition, are motivated, provided training and development, job security, flexible time system, organizational structure resulting into employee satisfaction and hence loyalty (Gardner & Schermerhorn, 2004; Schermerthorn et al, 1990).

A positive organizational environment, by providing good communication, autonomy, participation, and mutual trust leads to satisfaction and positive attitude and result into superior employee performance (Argyris, 1964). Satisfaction and positive attitude defines the behavior and responses of employees at work. If both of these are high, the result will be high organizational effectiveness through silent productive behavior of employees (McGregor, 1960).

There exist an emotional bonding between an employee and his or her cultural group. As a result the employee exert and push himself or herself willingly for any performance and dedicatedly work towards the attainment of goals even if it requires some or the other form of sacrifices on behalf of that group (Druckman, et. Al., 1994). The positive correlation between performance versus loyalty and commitment depends upon the values and norms the particular cultural group, to which the performing employee belongs, has towards performance. The employees commitment will be more dedicated since they care about the destiny of the organization and their caring heightens the power of organizational norms to control their behavior (O'Reilly, 1989). Culture affects performance of employees by training people to behave in a manner that may result into more or less effective in terms of performance (Druckman, Singer and Cott, 1997).

An employee having a high level of satisfaction will have positive job attitude, identifies himself psychologically with his job, actively participates and considers his perceived performance level important to self worth (Robbins & Judge, 2007). His high level of involvement indicates that the employee cares for his job, that has an impact on high productivity. Higher the job satisfaction, lower will be absenteeism and employee turnover.

● **Organization Image**

The main differentiator in the market for a company is the employer brand. It makes think that the firm is a great place to work to the internal people and also to its stake holders. (Minchington, 2010). Employer branding is the heart of HR marketing. Alike brand personality in marketing, it signifies the personality of the employer (Radford, 2009). Employer brand remains the main weapon of the company to attract, join and be with the firm. It helps in creating a perception of the firm. (Radford, 2009).

Marketing has helped to bring branding in the field of As such, brands are symbols, signs, characters which help in creating an image of a product or service in the minds of the consumer. HR today cannot work in isolation. It has to develop the image of the company. It has to brand the company through the values and attributes of the firm. Employees should work in the organization by choice.

Employer brand does not limit itself only to communication but goes much beyond it. It tries to incorporate the experience of the working people, the systems and processes that help in creating a perception in the minds of the existing and prospective employees. Employee communication, employee engagement, external reputation and Training and development are the main components of employer branding. (Bach,2005).

Whatever automation may come in technology, the importance of Human Resource will always be the most significant. The importance of Talent Management will always exist. (Myskova R., 2011) Brand equity in HR cannot be ignores anymore. It helps to create a pool of talented employees who take the company to unforeseen heights. A brand driven firm is needed by a strong brand. (Keller K. et al. 2008).

A blunder that companies make is that they ignore the internal talent which already exists in the firm and enter into a 'War of talent' outside and try to attract outside talent at a higher cost. (Pfeiffer J., 2001) An organization has to focus on both- the motivation of its existing employees, as well as, the recruitment of qualified and best fit people. What matters the most is the right attitude and frame of mind of the employees, which will be rewarding in the form of high creativity, loyalty, low attrition and more participation. (Schüller A., 2010).

● **Organization Identity**

The concept of “identity work” can be useful to explain how individuals in an organization construct their emotional connections with the organization (Sveningsson and Alvesson ,2003). Employees prefer employers by associating them with factors like „employer attractiveness, the balance between individual-organization and the level of identification within the organization (Ambler and Barrow, 1996; Moroko and Uncles, 2008). These authors have worked upon trying to identifying the factors which are culminating into the development of 'employer of choice'. Existing literature has favored more towards the development of a positive framework related to 'employer branding' in an organization. These are those factors which the existing employees would comply with and associate themselves. Employer branding shapes employees' identity to transform into a fixed set of stable values and expected to be consistent with the reframed positive image of the organization (Alvesson et al. 2008).

“Employer branding □ is more about projecting a favorable image of the organization to others. It is a process explicitly designed to shape employees' expectations by establishing and nurturing an emotional connection to the firm”. (Crain, 2009: 1205). Recent studies within “identity” and “identity work” suggest that “employees identity □ is more towards an “individualized approach”, self defining and may remain independent of “managerial identity regulation” (Alvesson and Wilmott, 2002). Identity regulation is the intentional effects of social practices upon processes of identity construction and reconstruction (Alvesson and Wilmott , 2002: 625). “Employer brand image” is being driven by the “organizational identity” (Martin and Hetrick ,2006).

Employer branding is a concept about the impressions others hold for a particular company especially as an employer. It has a relation with company's corporate image in order to define a meaning with employees identity work (Alvesson and Wilmott, 2002). It is a concept that can be used to explore organizational identity to external environment. Research on brand personality suggests that people have a desire to express their association with others externally that can be brands or groups (Aaker, 1997). Employer branding can be used as a platform where employees may try to associate their company brand when they try to present an attractive self-image to others. Such brands have symbolic associations, in case, when employees define “Who am I □”

questions to others (Alvesson and Wilmott, 2002). Employer branding can be an useful mechanism to communicate with others about the aspiration to be perceived as an employee of a particular organization. Many researches within corporate reputation have a more preferential approach towards the representation of the corporation to external audience. Since individuals tend to identify themselves with their work organization, employer branding is more meaningful since it takes into consideration of both internal and external audience while defining an organization. Precisely, “identity work” is the core concept of “employee identity construction” confining employees requirements to remain positive and to make a balance in their lives (Sveningsson and Alvesson, 2003).

CONCLUSION

Employer branding is a new concept for motivating, engaging and retaining employees. Shortage of talent pool is the main reason that retaining employees is important. It is the biggest challenge behind HR professionals and it is the era where everyone try for the best one. Thus employer branding acts as a potent tool to meet or cope up with this challenge in the coming years or in the era of competitive world (Lievens and Highhouse, 2003). This concept acts as an economic tool during the time of economic downturn and especially valuable in the search of organizing framework for strategic human resource management. In a changing scenario where skilled employees themselves choose their employers, employer branding becomes essential. Indian Corporations are becoming intentionally strategic to utilize the employer brand to attract and retain talent for the expansion and growth.

Today an effective employer brand is essential for gaining competitive advantage. Many organizations are still not very much aware of the concept, though are unknowingly working on employer branding because everyone wants organization to be the best. It will be comparatively easier to welcome the new world of employment brands.

SUGGESTIONS

- 1) It is not possible for all the company types to promote workplace health promotion programmes specially. Greater commitment from the management is crucial for the success of workplace health promotion since in bigger organizations there are more employees at managerial level and hence very difficult to convince all.

In such a situation, Local or National Government can motivate employers to implement workplace health promotion programmes by aligning the interests of both; the employer and the Government. This will as well improve the wellbeing of the employees.

Insurance companies also play an important part in motivating organizations to implement workplace health promotion programmes. The use of incentives provided by insurance companies may be useful in encouraging organizations to invest in WHP programmes and actions.

- 2) Organizations can integrate HR Department as well when launching employer brand strategy which will start off with the right approach from the beginning.
- 3) Empirical studies can be conducted which may give useful insights in successful employer branding strategies and functions as an initial framework for the use of employer branding in the context of HRM.
- 4) Very few researches are available on how to retain talented employees and their competencies within the firm. Research can be done to focus on sustaining employer branding and to investigate how companies work in employer branding internally in retaining and employer branding externally in recruiting.

LIMITATION OF THE STUDY

The research model does not cover all the HR activities.

Scope for further research

The approach an organization adopts for recruitment can attract or repel critical talent creating an impact on its reputation (Morocco and Uncles, 2008). Organizations also have to realize that a distinguishing employer brand can culminate into a master brand. The job market is full of talent seeking those companies which share their values set. Hence companies have to use specific HR tools or practices tailored to these talent pools. The results of this study lend a hand to put in the picture and steer organizations in their talent attraction and retention practices. An employer brand represents the organizations aspirations and goals, alluring and engaging the right talent. HR practices play important roles in promoting the employer brand. Frustrated and unengaged employees can have a negative impact on an organization's overall reputation, a factor which has become particularly significant in the highly connected world we live in, with demotivated and frustrated employee often turning to social media to share his or her experiences. The study provides an preliminary framework for the utilization of employer branding through HR activities to attract, recruit and retain employees by building loyalty.

HR Department can add value to improving company's image. They can make a company attractive and pleasing place to work and elevate the brand from its competitors. Instead of thinking of employer branding as a separate strand of activity, owned by one part of the business, there is an ongoing need for a more holistic approach in which HR should be seen as an integral part of a business's marketing strategy. The need of the hour is a robust, vigorously engaging and inspiring employer brand that can ensure in achieving business goals. Organizations need to recognize that the race is on for the employers to make their brand stand out by adopting HR activities to attract potential employees, and internally to increase commitment and loyalty among current employees. For the Employer Brand to be trustworthy and successful the consistency between the internal values and the external image is vital.

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