

Employee Value Proposition and its consequence on reputation of the institutions in specific B-Schools of Bangalore

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Abstract

Competitiveness is the key to being successful; it applies not only to applicants looking for the best work, but it has also proved to be critical for employers to be competitive in terms of their offerings for current and future manpower in the enterprise. The organization's unique selling proposition of providing the right proportion of facilities and privileges anticipated by competitive workforce in job market has caused the organisation to be hell bent on giving a loud thought to the importance of maintaining and attracting talented workers through their unique selling proposition of providing the right proportion of facilities and privileges expected by competitive workforce in job market has caused the organisation to be hell bent on giving a loud thought to the importance of retaining and attracting talented employees through their unique selling proposition of providing the right proportion of facilities and privileges expected by competitive workforce in job market. The workplace value proposition is a snapshot of different facets of the employer, such as job culture, superior subordinate relationships, fair pay and incentives, preparation and growth, career development prospects, and so on. Employers assume their EVP is the best in the sector and they spend too much in it to inspire workers, but this may not be the case from the viewpoint of an actual or future employee. A tumultuous transition in the market pushes workers to sharpen their talents while still posing a challenge for employers in terms of creating a welcoming atmosphere for these young employees. It is critical for B-Schools to stay informed about emerging market patterns in terms of EVP, as well as the impact of EVP on institutional picture. Changing market trends have an effect on every industry, and the education sector is no different. In order to recruit and retain skilled employees, research focuses on recognizing the impact of employee value proposition on building institutional reputation. The research takes into account factors such as quality of employment, pay, preparation and progress, work climate and career advancement, and relationship with supervisor. A total of 100 faculty members responded to the survey. At a significance level of 0.05, the collected data was analyzed using SPSS 20 software with statistical methods such as Chi-square and ANOVAs.

Keywords: Institutional Image, employer value proposition, perception, Talent attraction, retention

Introduction

Employee Value Proposition (EVP) is a collection of principles that you, as an employer, sell to your workers and use as a recruiting tool. Your Employee Value Proposition (EVP) will help you engage and retain staff in addition to recruiting applicants. This article would explain what an Employee Value Proposition (EVP) is and how to identify one to draw applicants. Employee Value Proposition, or EVP is the overall value an employer provides to its workers in exchange for their labour. Employee Value Proposition (EVP) refers to all that workers get in exchange for

their time and commitment put into their job success. It's important to emphasize that the Employee Value Proposition (EVP) is more than simply a set of pay and benefits. A perfect Employee Value Proposition (EVP) strikes a delicate balance between real and intangible perks for workers (such as wages and benefits) (such as interesting and meaningful projects to work on, great company culture, flexible working hours etc.). For your Employer Branding and Recruitment Marketing plan, defining your Employee Value Proposition (EVP) is critical. You must be able to accurately articulate all of the ideals you have as an employer in order to personalize your talent management approach and retain the best talent.

Career websites, recruitment-related visual content, career videos, and the company identity pledge are also examples of employer branding. We now have a forum for social media that allows us to do really cost-effective ads with our own brand images.

Most people's perceptions of the subject are focused on something they have previously seen, seen, or read about it or something similar to it. The image is the subject's vision or representation. Businesses who make little attempt to control their talent demographic develop a reputation as an employer dependent on what others say about them. Employer reputation is a view of your firm as an employer and workplace focused on people's encounters of your company, people, facilities, and methods of operation.

Review of Literature

Prof. Venkatesh Naga Devaguptapu (2017) The author tries to explain the idea of workplace value proposition and how it will assist employers in improving their branding efforts, which can help them recruit and retain talent. The thesis focused primarily on comprehending the aspects of employer branding as well as the effect of employer branding on talent procurement. The thesis is focused on qualitative research, and the methodology is based on secondary evidence from branding processes of different organizations and research in the field. According to the findings of the study, workplace value proposition variables such as the company's business credibility, salary incentives, employee job development, and other relevant factors have an effect on the organization's talent attraction and procurement.

Avinash Pawar (2016) The aim of the study was to learn about employee value propositions and how they can be used to brand an employer's image. Employees of Asiatic Manufacturing were selected as respondents for the report, because the research is focused on objective evidence. The author used the company's termination interview database to learn about the different explanations when people leave their employment. Career advancement, better work opportunities, domain transition, success management, incentives and acknowledgment, monitoring process, and other factors all played a role. Based on the findings of the report, the author believes that the company should concentrate on professional acquisition, educational programmes, fair compensation, and employee job growth in order to increase the importance of the company's employee value proposition.

Prof. Avinash Pawar (2016) The author tries to figure out how employee value proposition affects workplace branding. The study is focused on secondary evidence from studies on employee value proposition and employer branding. McDonalds, TCS, British Airways, PwC, Goggle, and other companies' branding practices are highlighted in the report. According to the researcher, businesses invest in branding mostly to ensure that workers are involved with the company, effective at work, and spread good word of mouth about the employer. The study's key goal was

to highlight the idea of branding, establish a connection between employee value proposition and employer branding, and demonstrate the importance of branding for talent acquisition and retention. Based on the findings of the report, it can be concluded that EVP and branding are intertwined and that enhancing the organization's brand value would help them.

PratibhaGoswami (2015)The author stresses the importance of examining employee value proposition as a primary method for branding and improving workplace reputation. Previous surveys in the fields of employee value proposition and employer branding were considered for the report, which necessitated the use of a qualitative approach. According to the findings of the report, employee value proposition is all about matching what workers demand from their employer with the degree to which the employer is willing to deliver the same in proportion to the manpower's expectations. According to the researcher, EVP can be used as a tool for promoting the company brand in relation to the employer's offerings in terms of training and development, resources, development aspects, career planning, employee-centered organisation, and workforce recreating, all of which would benefit the company in terms of having a low employee turnover rate in the long run.

AtriSengupta , UmeshBamel, Pankaj Singh (2015)The researcher is attempting to comprehend the impact of the employer's value proposition process on the company's external and internal branding. The thesis is focused on an observational analysis that included 302 workers from different Indian organizations. The study's aim was to determine the value proposition for successful internal and external branding, as well as the impact of respondents' demographics on their expectations of the employer's value proposition. External branding factors such as appearance and core principles, role structure, work culture, comparison values, and confidence values should be stressed based on the study's findings, while internal branding factors such as career opportunities, employee motivation, comfort values, and respect values could be prioritized. The authors continue by noting that a value proposition framework can only act as a strategic advantage if it is in accordance with current and future employee expectations.

Prof. Avinashpawar , Dr. Kuldip S. Charak (2015)In order to recruit and keep skilled workers in the business, the author aims to highlight the idea of employer branding and its relevance to different organizations. The thesis is based on prior studies and a comparison of other papers on the topic of employee value proposition and workplace branding that have been written. The researcher emphasizes the importance of investing in talent, citing companies such as Infosys, Tata Consultancy Services, and Tata Steel as examples. Employee value proposition will aid the company in internal and external branding, helping to promote their brand recognition as a preferred employer by providing the required rewards of staff and job seekers in the right proposition, according to the findings of the study.

Mr. Pankaj Gupta, Ms. Ruchita Patti, Ms. ShavetaMarwah (2014)Via a conceptual analysis, the researcher tries to grasp the significance of the idea of employer branding. Candidates or a pool of talented applicants are exposed to a variety of career prospects, making it difficult for managers to keep current workers while simultaneously attracting new talent. The study's main goal was to determine the benefits and drawbacks of workplace branding, as well as the effect on the company's overall reputation. Recruiting costs, employee attraction and retention at work, improved profitability for the business, and so on are only a few of the big advantages of practicing workplace branding as encountered by employers. The effect of branding after

introduction is illustrated in the form of reduced time to complete the recruiting process, lower cost per hire, enhanced business values, sales development, employee quality, and recruitment, among other things. According to the study's findings, independence at work, the ability to learn at work, the organization's integrity, the workplace atmosphere, and the pay plan provided by the firm both play a critical role in recruiting potential hires and maintaining current workers, which the organisation would prioritize.

Hye Joon Park , Pin Zhou (2013) The author seeks to comprehend the importance of employer branding in increasing an employer's productivity, as well as some variables that affect employees' perceptions of the employer and the relationship between employer branding and employee engagement. The research used a qualitative approach to better understand the variables that affect workplace brand perception, such as talent transfers, workforce engagement, pay, organizational culture, and loyalty. According to the author, since people's perceptions differ, potential employees' preferences for organizational factors can differ. Companies must keep themselves up to date on a daily basis in order to stay on top of market trends and place themselves as a desirable employer. The author also stresses the clear link between employer branding and employee engagement, stating that the employee value proposition has a significant impact on employee perceptions of the brand.

Annelize Botha, Mark Bussin, Lukas de Swardt (2011) The author stresses the idea of employer branding and its importance for businesses in attracting and retaining talented workers. The focus of the study is on the idea of workplace demand for talented workers and how the pool of talented applicants has been diminishing over time. The study's findings are focused on secondary data such as employee awareness of employer branding and the number of firms that practice it. Target group needs, employer value proportion differentiation, people strategy, brand continuity, employer brand contact, and employer branding metrics were some important factors for employer branding based on the assumptions of this report. According to the findings of the report, all of the above variables had a significant impact on applicant perceptions of the employer brand. Employer branding should be used as a tool for organizations who recognize the expectations of their workers and the gaps that still exist. Companies should concentrate on bridging the gap and delivering the expected services within the scope of their operations.

Research Gap

According to the papers reviewed for the report, studies on employee value proposition and employer reputation have not been performed in the education or service sectors. The research done in this area is qualitative, and the researchers have suggested that there is room for empirical research in this area. As a result, the current study is an empirical investigation into the impact of an employee's value proposition on an employer's reputation based on factors such as nature of employment, compensation, training and development, work climate, career Advancement, And Manager Relationship.

Statement of the Problem

Because of the volatile nature of the job market and the fierce rivalry in the sector, B-Schools must perform or perish. Employees are critical to the success of every company, and the ability to recruit and maintain the best talent within the institute is crucial. With the current high demand for high-performing jobs, it is proving to be a difficult task to satisfy and keep

employees at work. As a result, the study aims to comprehend numerous factors that contribute to the enhancement of an institution's reputation and to recommend an acceptable EVP to be provided in order to be a competitive employer in the industry.

Scope of the study

The study is focused on feedback from B-Schools in the Bengaluru area, and the findings will help B-Schools improve their employee value proposition. Other EVP variables that were not considered for the analysis can be evaluated for future studies with larger sample sizes in other parts of the world, and the study's findings can be applied to other companies in the service sector.

Objective of the study

To gain a better understanding of the impact of the employee value proposition on the institution's picture

To gain a better understanding of the various EVP factors that affect talent attraction and retention in B Schools.

To gain a better understanding of the importance of each factor considered in the study and how it affects employee perceptions of the employer's picture

Research methodology

Research Design: The study employed descriptive research to classify the respondents' profiles, while an exploratory study was used to formulate the study's hypothesis.

Sampling Type: NonProbability Sampling

Sampling Technique: convenience sampling

Sample Size: 100

Tool: Structured Questionnaire

Limitations of the study

The report was conducted over a short period of time, which restricted the scope of a thorough investigation.

Since the respondents are selected at the discretion of the researcher and are small in number, they may not be truly representative of the population.

Data analysis and interpretation

Table 1.1: Descriptive Statistics

	N	Mean	Std. Deviation	Dimension on Mean	Dimension on Std. Deviation	Rank
Work performed by me is quite enthusiastic and challenging in nature (N 1)	100	1.2800	.65258			
Institution provides me platform to work on different profile in my domain (N 2)	100	2.1200	.85611			
I never face problems related to job stress as nature of work is interesting (N 3)	100	3.2000	.86457			
My profile has realistic expectation and never leads to overburden at work (N 4)	100	2.9100	1.27204	2.3775	0.911325	V
Institution revises employees pay based on work related performance (C 1)	100	1.9700	.68836			
Institution pay standards are competitive when compare with pay in industry (C 2)	100	3.2700	.76350			
Institution ensures timely payment of salary to employees at work (C 3)	100	3.8400	.80050			
Institution ensures transparency in communicating criteria for pay revision (C4)	100	2.2600	.82413	2.835	0.769123	III
Institution conducts training program for all employees at work (T 1)	100	3.9700	.57656			
Content of training and development is based on training need analysis at work (T 2)	100	2.3000	.74536			
Training and development imparted to employees is in line with nature of worked performed (T 3)	100	4.1300	.41815			
Employees are encouraged to apply skills developed during training at work (T 4)	100	1.9000	1.07778			
Training imparted to employees are in line with changing trends in the industry (T 5)	100	2.0100	1.29876	2.862	0.823322	II
Institution accommodates employees with required resources to perform their work (W 1)	100	3.6600	1.00725			

Institution encourages work participation management at work (W 2)	100	2.0200	.56818			
Institution treats employees with dignity at work (W 3)	100	3.3500	1.35866			
Institution has effective communication system (W 4)	100	1.4600	.65782	2.6225	0.897978	IV
Immediate supervisors counsel employees about their career growth (C 1)	100	1.4800	.79747			
Promotion and appraisals in Institution are done to ensure incremental growth of employee (C 2)	100	2.2300	.80221			
Institution provides certification program as part of training and development which helps employees in better career opportunity (C 3)	100	1.3200	.69457	1.676667	0.76475	VI
My supervisor motivates employees to perform better at work (R 1)	100	3.6900	.87265			
My supervisor provides feedback for appraisal process based on work performance (R 2)	100	2.5400	1.26667			
I share good rapport with my immediate supervisor (R 3)	100	3.8100	.64659	3.346667	0.928637	I
I place high value to my employers image	100	2.1100	1.42768			
I would rate my employer high on employer value proposition	100	1.9100	1.20684			
Valid N (listwise)	100					

Ranking EVP factors based on importance (Table 1.2)

EVP Factors	Respondents 100	
	Mean	Rank
Relationship with Supervisor	3.346667	I
Training and development	2.862	II
Compensation	2.835	III
Work environment	2.6225	IV
Nature of work	2.3775	V
Career growth	1.676667	VI

Tables 1.1 and 1.2 show that academicians place the highest value on supervisory relationships, followed by training and development, compensation, work climate, quality of work, and career growth. Employee counselling for career enhancement; provide inputs to staff on areas of change and plan for improved career growth. B-Schools should concentrate on creating a good relationship between management, department heads, and workers in the form of employee counselling for career enhancement. Employee counselling would build a conducive atmosphere at work that will not only aid in their performance enhancement but also pave the way for career advancement, resulting in better pay for an efficient employee.

Hypothesis

Hypothesis 1

H0: There is no association between employees work experience and their perception of being treated with dignity at work

HA: There is association between employees work experience and their perception of being treated with dignity at work

Table 2

ANOVA

B-Schools treating employees with dignity at work

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	37.237	4	9.309	6.078	** .000
Within Groups	145.513	95	1.532		
Total	182.750	99			

From table number 2 it can be inferred that there is association between employees work experience and their perception of being treated with dignity at work as (P Value is = .000<0.01)

Hypothesis 2

H0: There is no association between work experience of the employee and his or her perception training provided being related to work

HA: There is association between work experience of the employee and his or her perception training provided being related to work

Table 2.1

ANOVA

Training and development imparted to employees is in line with nature of worked performed

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.720	4	.430	2.620	*.040
Within Groups	15.590	95	.164		
Total	17.310	99			

From the above table it can be interpreted that there is association between work experience of the employee and his or her perception training provided being related to work as ($P = 0.040 < 0.05$)

Hypothesis 3

H0: There is no association between employee having an opportunity to perform different job profile and employee rating employer high on EVP

HA: There is association between employee having an opportunity to perform different job profile and employee rating employer high on EVP

Table 3

Crosstab

Count

		I would rate my employer high on employer value proposition					Total
		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	
Organization provides me the platform to work on different profile in my domain	Strongly disagree	7	5	2	0	3	17
	Disagree	38	14	7	3	4	66
	Neither agree nor disagree	4	3	0	0	0	7
	Agree	3	1	3	1	0	8
	Strongly agree	0	0	2	0	0	2
Total		52	23	14	4	7	100

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.481 ^a	16	*.048
Likelihood Ratio	22.609	16	.125
Linear-by-Linear Association	.090	1	.764
N of Valid Cases	100		

From the above table it can be observed that there is association between employee having an opportunity to perform different job profile and employee rating employer high on EVP as (P = 0.048 < 0.05)

Hypothesis 4

H0: There is no association between employees being paid based on performance and employees rating their employer high on EVP

HA: There is association between employees being paid based on performance and employees rating their employer high on EVP

Table 3.1

Crosstab

Count

		I would rate my employer high on employer value proposition					Total
		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	
Organization revises employees pay based on work related performance	Strongly disagree	15	1	2	1	2	21
	Disagree	34	17	8	1	5	65
	Neither agree nor disagree	3	4	3	0	0	10
	Agree	0	1	1	2	0	4
Total		52	23	14	4	7	100

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	35.516 ^a	12	.000
Likelihood Ratio	25.283	12	.014
Linear-by-Linear Association	3.176	1	.075
N of Valid Cases	100		

From the above table it can be inferred that there is association between employees being paid based on performance and employees rating their employer high on EVP as ($P = .000 < 0.01$)

Hypothesis 5

H0: There is association between employees sharing a good rapport with their employer and employees placing high value to their employer image

HA: There is association between employees sharing a good rapport with their employer and employees placing high value to their employer image

Table: 3.3

Crosstab

Count

		I place high value to my employers image					Total
		Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	
I share good rapport with my immediate supervisor	Neither agree nor disagree	17	3	3	5	4	32
	Agree	28	15	5	4	3	55
	Strongly agree	6	2	0	0	5	13
Total		51	20	8	9	12	100

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.154 ^a	8	*.029
Likelihood Ratio	17.084	8	.029
Linear-by-Linear Association	.113	1	.737
N of Valid Cases	100		

From the above table it can be interpreted that there is association between employees sharing a good rapport with their employer and employees placing high value to their employer image as ($P = 0.029 < 0.05$)

Suggestions

- ✓ Employees should be put on work rotation in their domain so that they can gain experience in a variety of positions and so that they can continue to learn. It will increase an employee's flexibility in performing various duties, making employee replacement easier for B-Schools during the manpower planning phase.
- ✓ Employees should be given additional roles and responsibilities that are accompanied by appropriate incentives, praise, and pay raises; otherwise, they will feel overburdened at work, which will demotivate them and negatively impact their performance.
- ✓ B-Schools should promote activities such as employee engagement in management, open communication, and management by purpose, which will foster a sense of involvement among employees in any management decision, and staff will work with greater enthusiasm because it is a joint decision that has been introduced at work.
- ✓ B-Schools should implement strategies such as career rotation and job enrichment at work so that employees are exposed to working in a variety of roles in their respective domains, improving their ability to multitask, and putting organizations at ease in terms of succession planning, replacement charts, and other manpower planning processes.
- ✓ Employees should be trained in accordance with current trends in their field of specialization. This will not only improve employee interaction with the employer, but it will also ensure that the level of education imparted by academicians meets industry expectations.
- ✓ B-Schools should tutor their employees for career growth, management and department heads should take initiative for employee career preparation, which will produce a strong return in the form of incremental advancement in B-Schools Research and development.

Conclusion

In the current scenario, organizations begin efforts to increase the consistency of their Employer value proposition. The increased demand for quality workforce in the job market encourages employees to search for better job opportunities in other organizations, which leads to organizations becoming more employee-centered. Employee view of employer image is influenced by the EVP of B Schools, which includes job conditions, reward and pay programmes, leave facility, and flexibility at work. With evolving business trends and a focus on active workers, it's more important than ever for B-Schools to not only frame policies, but also to consider how satisfied their employees are with them. Employee satisfaction is extremely important, particularly in the B Schools, where human resources practices are extremely competitive in the industry, with a particular emphasis on attracting and retaining talent. While B-Schools strive to keep their policies up to date on a regular basis, it's important to know how well they will fulfil employee expectations. To sum up, I believe that B-Schools should adapt their centralized decision-making processes to more recent practices such as staff engagement in management and management by purpose, which will improve employee involvement from preparation to execution. B-Schools should also concentrate on employee growth in terms of providing insight to different job success at work while also improving their compensation and appreciation system by prioritizing high-performing workers, resulting in talent attraction and retention.

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