"The Role of Hr Department in Employer Branding at Public and Private Sector"

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Abstract

A strong employer brand should connect an organization's values, people strategy and HR policies and be linked to the company brand. Internal Branding is concerned with the current and potential employees' information about the employment experience and what is expected of them. In HR practices, the role of HR Department plays a vital role now a days in applying employer brand management to the employee experience is a more recent focus and may be considered under explored. Building organizational commitment and influencing workplace behaviors that drive employee engagement which will enhance high performance for learning and development function in a firm. This paper is emphasizing on Role of HR in Employer branding in public and private sectors. This paper focuses on new avenues regarding Role of HR in engaging people, learning and development as a business partner. This paper also reveals importance of HR branding to engage employees.

Keywords: Employer Branding, HR Branding, Internal Branding, External Branding

Employer branding is the process of creating an identity and managing the company's image in its role as an employer. As organizations are complex, open systems, single interventions are not enough.

The employer brand has to be aligned and congruent with what the company delivers to the employee, customer, public and shareholder.

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The factors that impact the employer brand are:

1. Reputation/ integrity 2. Culture 3. Recruitment / orientation 4. Pay and benefits 5. Work /Life balance 6. Leadership and management 7. Performance management, growth and development

Of these seven factors in the employer branding model, four have proven to be crucial for a large majority of high performing employees.

These are:

• Culture • Pay and benefits • Leadership and management • Performance management, growth and development.

Only two of these four factors form a crucial part of the employer brands of majority companies: • A highly developed culture and outstanding leadership • Management qualities.

What is an Employer Brand?

An employer brand is a collection of ideas and beliefs that influence the way current and potential employees view an organization and the employment experience that organization is offering. It communicates the company's culture and values and helps to ensure employees are passionate about, and fit in with, the organizational culture to help move the company forward. "Employer branding" is an emerging discipline with its roots in marketing as well as HR principles. Its aim is to develop an image of the organization as an 'employer of choice' in the minds of existing and potential employees, as well as other stakeholders including customers and recruiters. The objective is not only to offer these tangible benefits, but to also develop an emotional link with them. A strong employer brand should connect an organization's values, people strategy and HR policies and be linked to the company brand.

The **employer branding** is focused on *building the brand name of the employer* on the job market. It is focused on developing the positive relationship with employees and target groups on the job market (potential pools of candidates for the future job vacancies). The employer branding is the essential part of the recruitment and staffing area and consumes a significant proportion of the HR budget.

The **employer branding** is about the communication of the expectations and benefits provided for meeting the expectations of organizations. Many organizations focus on the communication as *quick career path;* many organizations focus on the communication for the *friendly and fair internal environment.* The organizations build the competitive advantage using their corporate cultures.

They build the **competitive difference** in human capital management and development. The employer branding is not only for the recruitment activity. It is mainly driven by the recruitment function, but it incorporates different HR Processes to build a complex picture of the organization as a preferred employer on the job market.

Chhrabra and Mishra (2008,) have defined Employer Branding in the following way: "Employer Branding is the process of creating an identity and managing the company's image in its role as an employer. An organization brand lives in the minds of its customers –its employees. The customers may have positive or negative association with the brand."

*Mark Gray (2008) , "*Employer branding is an emerging discipline with its roots in classical marketing and brand management principles. It aims to position an image of a company as ,a great place to work'. The idea is first to develop an emotional link with the best talent, and then offer prospective candidates tangible benefits based on evidence. The promise and fulfillment of an employer brand enables the attraction, motivation and retention of appropriate talent for the business to continue delivering on the corporate brand promise."

Sartain and Schumann (2006) defined employer brand as: "how a business builds and packages its identity, from its origins and values, what it promises to deliver to emotionally connect employees so that they in turn deliver what a business promises to customers."

Brett Minchington (2005) defines "employer branding as ,the image of your organization as a **'great place to work'** in the mind of current employees and key stakeholders in the external market (active and passive candidates, clients, customers and other key stakeholders)."
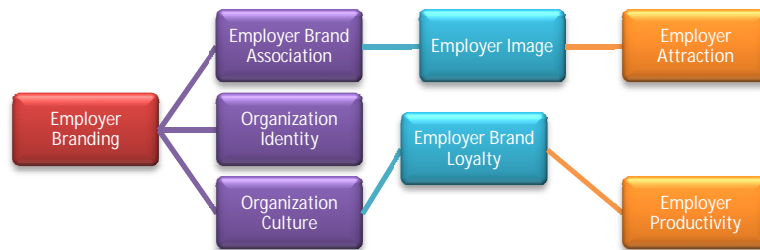
Source: Modified from Employer Branding definitions of: Backaus & Tikoo (2004), Berthon et al. (2005) Davies (2008), Gaddam (2008).

Employer Branding – As a New Hr Arena

This is a market oriented era. If you have a good brand value in market, you will get good response if not; it's very difficult to convince people. From an HR point of view branding is very important. If your organization has a good brand image in the market, it will help you in getting right workforce at right time and at the same time you will have a control over the employee cost. An organization with no brand name has to shell out lots of money to attract and retain the right candidate. Branding can be done in two ways: external branding and internal branding.

Benefits of Hr Branding

Globally, many organizations now use employer HR branding as bait for attracting and retaining talent. This is in view of the challenges inherent in recruiting top talent, which can be a very tall order. Thus organizations splash huge resources and efforts on building the ‚right image', its values, culture and character, in the hope of appealing to potential and current employees. For obvious reasons, it is only companies with stronger employer brands that are better placed to win this relentless war for rare talent.

Role of Hr in Employer Branding in India

The increasing focus on competitive advantage is leading many firms to rethink their employer brand. ‚India, Inc.'—a common term used in India to refer to India's corporate sector—aims to positively build on opportunities as the world economy strengthens, and the employer brand is a prime example of a progressive HR practice in India.

As highlighted by Indian management researcher and author Jyotsna Bhatnagar, the employer brand is an important differentiator in India for talent management.

The fit between employer and employee is important for hiring compatibility. Yet, research shows that Indian companies do not always intentionally develop employer branding interventions. ‚Infosys, Wipro and TCS did not intentionally build their brands; rather, they focused on building a productive workplace, resulting in happy employees, and their brands were the result of that foundation,' says Mr. Bhatnagar. ‚For other organizations in India, such as RMSI and Google, which already have strong employer brands, their goal is to 'live' the brand.'The value of the employer brand in India is multifaceted and mirrors those values seen as critical by most successful multinational corporations. If effectively marketed internally and externally, the employer brand in India has a strong value proposition, with core corporate values at its foundation.

BRAND POWER

•Branding underpins a growing, influential and profitable reputation management, PR, consultancy and recruitment advertising industry. The past decade has seen unprecedented growth in the importance of corporate social respolders.

HR SEARCH FOR CREDIBILITY HR professionals continue in the search for credibility and strategic influence. Embracing the language and conceptual tools of brand power seems an obvious choice. This direction reflects continuity with earlier iterations of HR, for example with organizational development and cultural change.

EMPLOYEE ENGAGEMENT

•Recent years have seen an increased interest in promoting employee engagement. This includes attempts to recruit, socialize and retain a committed workforce. From a branding perspective, the recruitment proposition forms the basis for workplace satisfaction and identification with organizational goals and

LABOR MARKET CONDITIONS

•Jenner and Taylor writing (2007) pointed out that for an extended period of time unemployment remained low and skills shortages continued. Tight labour market conditions were combined with a tough trading environment. A strong employer brand was being promoted as the key to winning this 'war for talent' by establishing organizations' unique selling point in employment terms.

A powerful employer brand has the capacity to attract and retain talent and represent quality to its customers, with the goal of gaining global recognition in a sustainable manner.   As Indian firms focus on strategies of turnaround, diversification, expansion and internationalization, human resources and human capital performance in India have become increasingly important. Consequently, HR role in effectively using the employer brand has tremendously expanded and grown in importance.

Employer brand values in our company are particularly significant, as the global economic crises and demand contraction have brought to the fore the criticality and urgency of environment care and protection issues as an important criteria for maintenance and development of goods and services into the future.' Vijayan Pankajakshan, Director – Human Resources, CHEP India Pvt. Ltd.

The Value of the Employer Brand in India

"The Employer Brand—A Strategic Tool to Attract, Recruit and Retain Talent" highlights that HR uses the employer brand for three main reasons:

1) Organizational culture and employee fit;
2) Positive outcomes for recruiting; and
3) Retaining talent with corporate values and a team-based culture.

At its most effective, the employer brand is a long-term strategy with a transparent message that promotes the organization as an employer of choice.

Research Methodology

The research is the pursuit of truth with the help of study, observation, comparison and experiment.

Research methodology is a way to systematically solve the research problem. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with logic behind them

Research Design

The type of research carried out for this study is Descriptive and Explorative Research.

Descriptive Research

Descriptive studies are concerned with describing the characteristics of a particular such as role of HR, employer branding in both public and private sector.

Explorative Research

Exploratory research is a type of <u>research</u> conducted for a problem that has not been clearly defined. It helps determine the best <u>research</u> design, <u>data collection</u> method and selection of subjects. It should draw definitive conclusions. Thus this study utilizes explorative design to study the role of HR in Employer Branding.

Sampling Design

Sampling design may be designed as "the selection of some part of an aggregate or totality on the basis of which a judgment or inference about the aggregate or totality is made". It is clearly define the set of objects, technically called the universe to be studied.

Sampling Technique

The sampling technique adopted here is **convenient** sampling as well as Random sampling.

UNIVERSE: employees form PRIVATE & PUBIC SECTORS from which 40 respondents from each organization were selected.

Data Collection Instrument

The primary data needed for the study will be collected with the help of questionnaire. The questions may be either open ended or closed ended depending upon the nature of the research

Review Of Literature

Ainspan, N., & Dell, D. (2001). Engaging employees through your brand. The Conference Board Inc.

Abstract: As a competitive response in a tight talent market, organizations are turning increasingly to strategies of "employer branding."

This report, based on surveys and follow-up interviews with executives responsible for corporate or employer branding, compares corporate and employer branding methods and provides benchmarks for successful implementation of programs to engage your employees through your brand.

Kristin Backhaus, Surinder Tikoo, (2004) "Conceptualizing and researching employer branding", Career Development International, Vol. 9 Iss: 5, pp.501 - 517

To attract the best possible workers, companies need to apply external marketing of the Employer Brand to implicate that ‚We are a company of choice‘ as the general assumption is that a distinctive brand attracts better human capital to the company. (Backhaus & Tikoo 2004, p. 503). Usually it is assumed that these employees start their careers in the company with a favorable image of the employer, which has a positive influence on their work and commitment. it has been founded by Backhaus and Tikoo (2004) that the recent trend of downsizing, outsourcing and flexibility on the part of the employer has brought out a new form of psychological contract, in which employers provide employees with marketable skills through training and personal development in exchange for effort and flexibility.
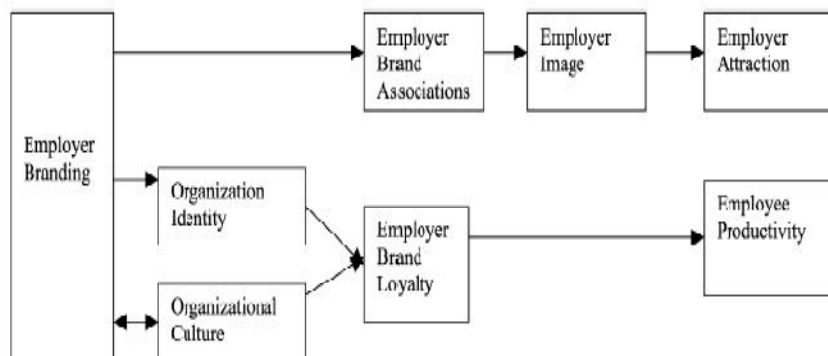

Figure 1: Employer branding framework. Source: Backhaus and Tikoo (2004)

To tackle the problems incurred by current trends of downsizing and outsourcing, companies have used Employer Branding to advertise the benefits they still offer, such as training, career opportunities, personal growth and development.

In general this type of message has been difficult to get through to current or potential employees, so Employer Branding campaigns are used more commonly today (Backhaus & Tikoo 2004; Mosley, 2007). It should be noted that Bachkaus & Tikoo's (2004) research is conducted in United States, so their findings of the current Employer Branding trends do not necessarily apply in the Finnish corporate environment.

Essentially, ‚employer intelligence' is the ability of a company to respond to the changing needs of the talent market – and not only those of current employees. This involves reviewing the company's annual position as an employer compared against other employers through effective research such as HR best practice benchmarking (both locally and internationally), marrying the outcomes of that research with the annual business objectives at the executive level and adapting HR strategy accordingly.

Kucherov, D., & Zavyalova, E. (2012). HRD practices and talent management n the companies with the employer brand. European Journal of Training and Development, 36, 86-104.

Abstract: The authors examined three economic indicators (turnover rate, average share of HR costs in total costs of company, proportion between the annual HR training budget and annual labour compensation funds). An employee survey was conducted to study the HRD system in the CEBs and in companies without the employer brand (CWEBs). Also, the survey was conducted among applicants (potential workers) about their job preferences and identified that employer brand could be a strong factor for attracting talent to the company.

 Findings – The results show considerable differences in terms of economic indicators, HRD practices and talent management in the CEBs in comparison with CWEBs. The potential advantages of employer brand for a company were identified. The results of the study strongly supported that the CEBs gained a number of economic advantages due to lower rates of staff turnover and higher rates of HR investments in training and development activities of employees. Also, the authors found out that in the CEBs internal recruitment practices, internal training programs and highly efficient incentive activities were widespread and employees were actively involved in the decision-making and management processes.

Rudd, H., & Williams, D. (2013). New zealand talent acquisition and employer branding case studies. Human Resources Magazine, 17(6), 26-27.

Abstract: The article discusses the developments in the human resources (HR) sector in New Zealand (NZ). It presents several case studies on talent acquisition and employer branding in the country. In one case, NZ Post was able to develop an employee value proposition (EVP) that it used to attract the best talent. Another case involved the use of social media to develop an emotional brand engagement.

Highly-engaged employees lead to improved customer satisfaction and business results:
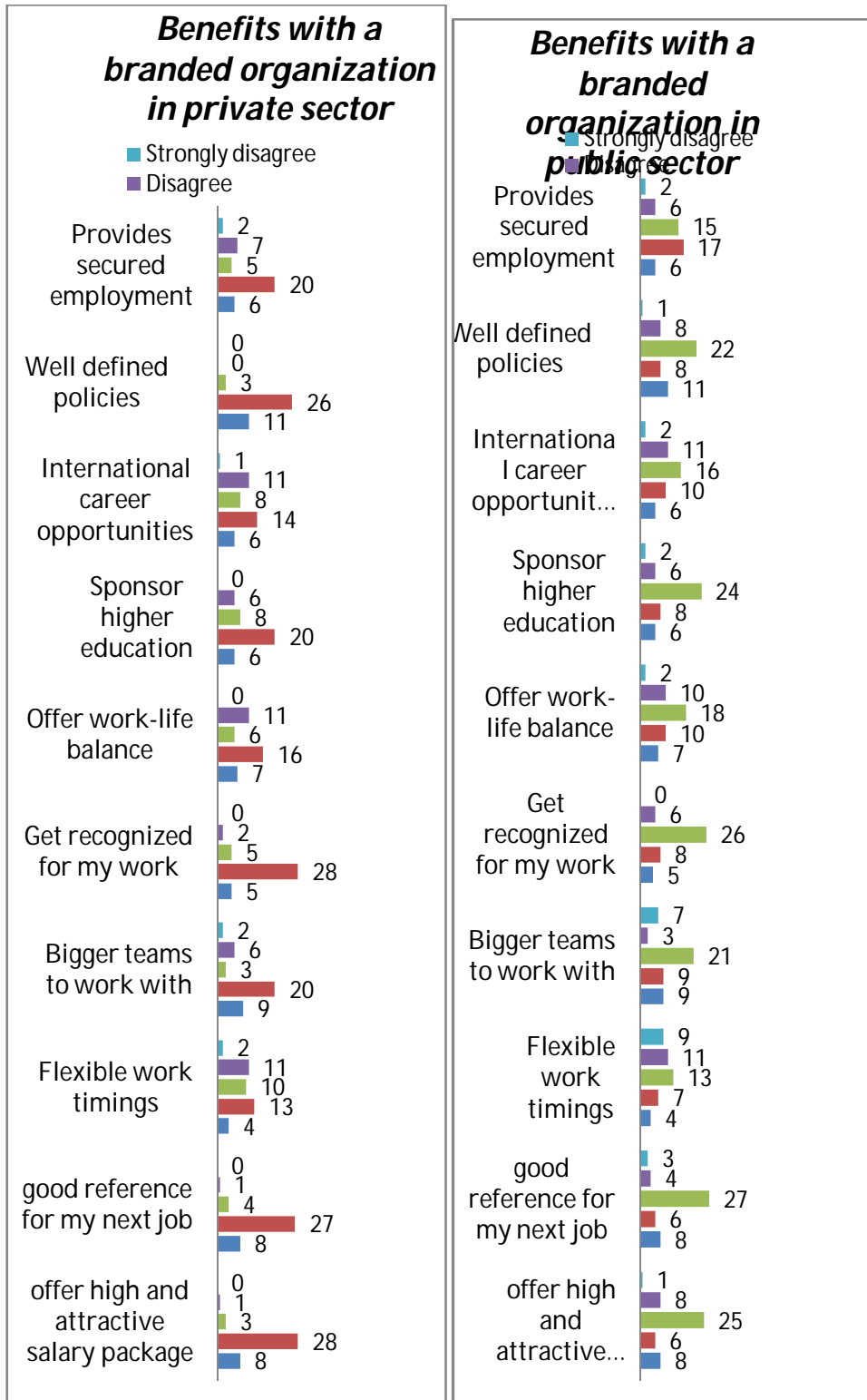
- Employee satisfaction is increased by providing an employment experience which is relevant and valuable to targeting employees and consistent with the promise of the employer brand.
- Improved ability to attract talent in highly competitive markets and economic conditions
- Customer satisfaction is enhanced by improving the quality of service received from employees
- Bottom-line profit will be boosted by increased customer loyalty, leading to increased buying and referrals.
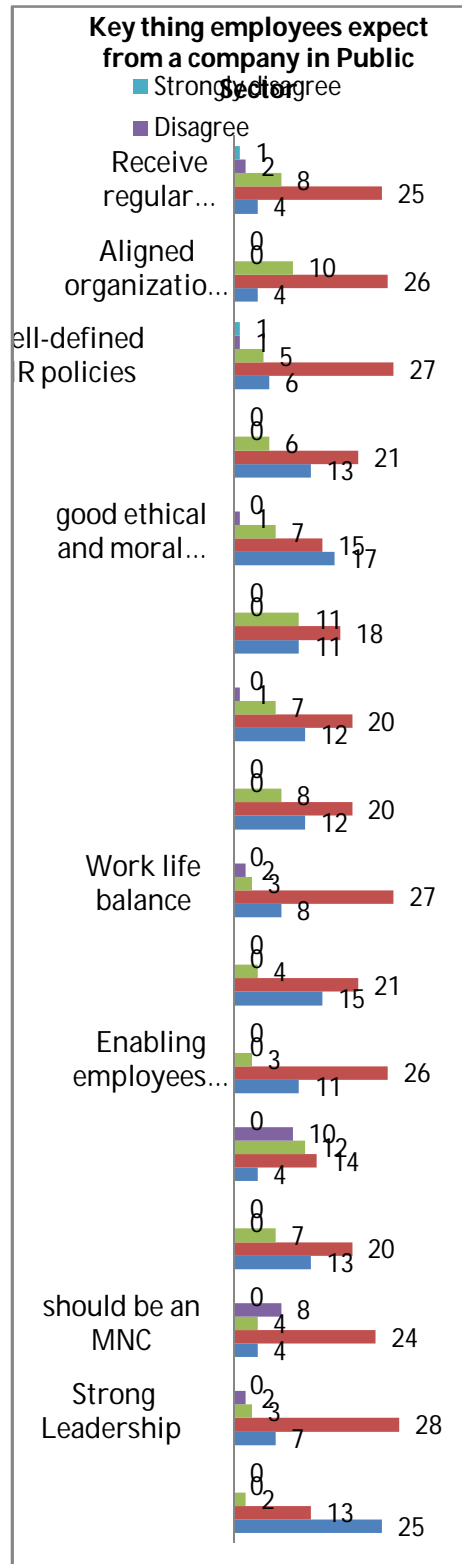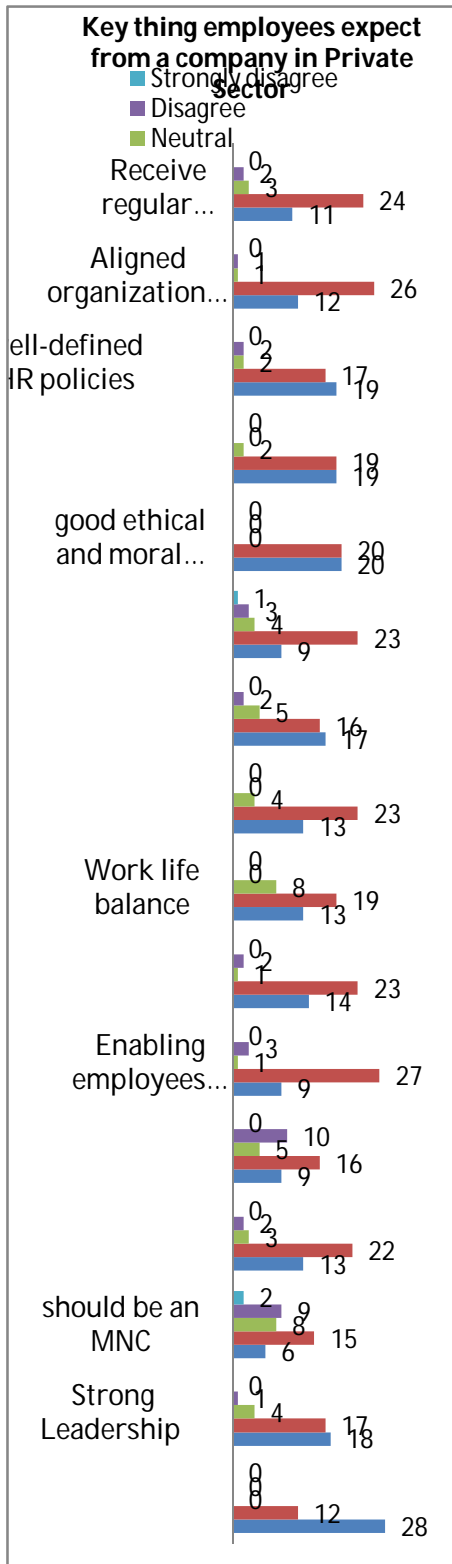
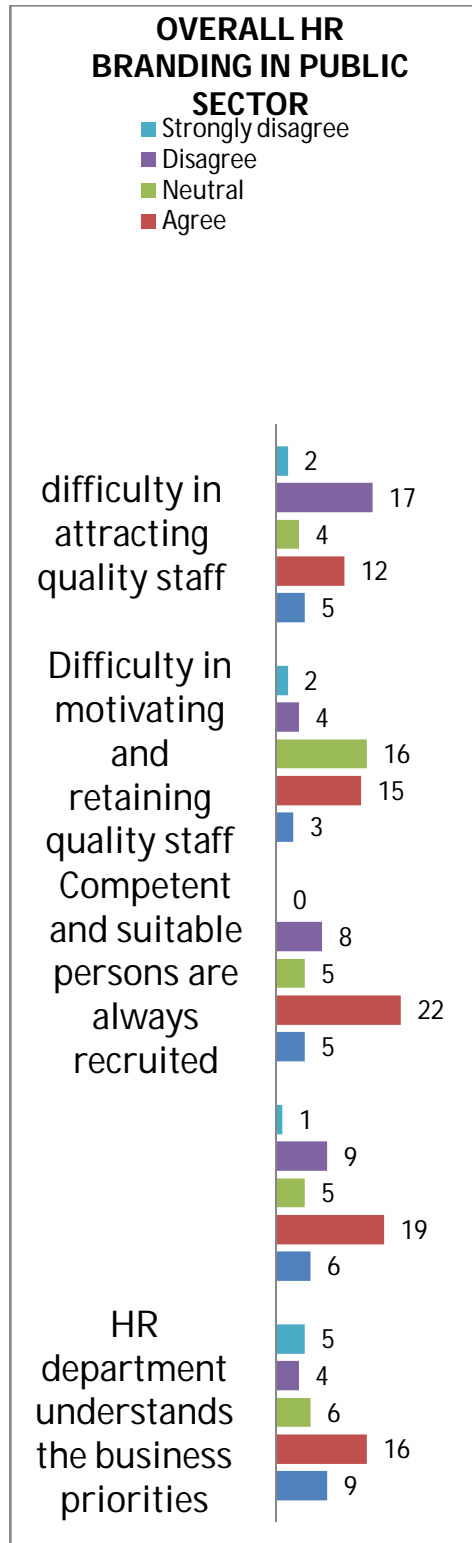Apart from this the other benefits are as follows

- Increased productivity & profitability
- Increased employee retention
- Highly ranked for Employer Attractiveness
- Increased level of staff engagement
- Lower recruitment costs
- Minimized loss of talented employees
- Employees recommending organization as a ‚preferred' place to work
- Maintenance of core competencies
- Employees committed to organizational goals
- Shorter recruitment time
- Ensured long-term competitiveness
- Improved employee relations
- Decreased time from hire to productivity.

Data Analysis and Interpretations

The detailed analysis and interpretations of the data that has been collected from 80 respondents of an organization, public and private sector. The respondents include officers, executives and managers. Through exploratory study data collection was done. 80 samples were selected and equally distributed. Relevant parameters to find out Role of Employer Branding in HR Department in public and private sector where selected and relevance of which was measured through 5 point scale.

Benefits with a branded organization in private sector

■ Strongly disagree
■ Disagree

Provides secured employment
2
7
5
20
6

Well defined policies
0
0
3
26
11

International career opportunities
1
11
8
14
6

Sponsor higher education
0
6
8
20
6

Offer work-life balance
0
11
6
16
7

Get recognized for my work
0
2
5
28
5

Bigger teams to work with
2
6
3
20
9

Flexible work timings
2
11
10
13
4

good reference for my next job
0
1
4
27
8

offer high and attractive salary package
0
1
3
28
8

Benefits with a branded organization in public sector

■ Strongly disagree
■ Disagree

Provides secured employment
2
6
15
17
6

Well defined policies
1
8
22
8
11

International career opportunit...
2
11
16
10
6

Sponsor higher education
2
6
24
8
6

Offer work-life balance
2
10
18
10
7

Get recognized for my work
0
6
26
8
5

Bigger teams to work with
7
3
21
9
9

Flexible work timings
9
11
13
7
4

good reference for my next job
3
4
27
6
8

offer high and attractive...
1
8
25
6
8

Key thing employees expect from a company in Private Sector

Legend: Strongly disagree, Disagree, Neutral

- Receive regular...: 0, 3, 3, 11, 24
- Aligned organization...: 0, 1, 1, 12, 26
- Well-defined HR policies: 0, 2, 2, 17, 19
- (unlabeled): 0, 0, 2, 19, 19
- good ethical and moral...: 0, 0, 0, 20, 20
- (unlabeled): 1, 3, 4, 9, 23
- (unlabeled): 0, 2, 5, 16, 17
- (unlabeled): 0, 0, 4, 13, 23
- Work life balance: 0, 0, 8, 13, 19
- (unlabeled): 0, 2, 23, 14
- Enabling employees...: 0, 3, 1, 9, 27
- (unlabeled): 0, 10, 5, 16, 9
- (unlabeled): 0, 2, 3, 13, 22
- should be an MNC: 2, 9, 8, 15, 6
- Strong Leadership: 0, 1, 4, 17, 18
- (unlabeled): 0, 0, 0, 12, 28

Key thing employees expect from a company in Public Sector

Legend: Strongly disagree, Disagree

- Receive regular...: 1, 2, 8, 25, 4
- Aligned organizatio...: 0, 0, 10, 26, 4
- Well-defined HR policies: 1, 5, 27, 6
- (unlabeled): 0, 6, 21, 13
- good ethical and moral...: 0, 1, 7, 15, 17
- (unlabeled): 0, 0, 11, 18, 11
- (unlabeled): 0, 1, 7, 20, 12
- (unlabeled): 0, 0, 8, 20, 12
- Work life balance: 0, 3, 27, 8
- (unlabeled): 0, 0, 4, 21, 15
- Enabling employees...: 0, 3, 26, 11
- (unlabeled): 0, 10, 12, 14, 4
- (unlabeled): 0, 0, 7, 20, 13
- should be an MNC: 0, 8, 4, 24, 4
- Strong Leadership: 0, 2, 3, 28, 7
- (unlabeled): 0, 0, 2, 13, 25

OVERALL HR BRANDING IN PRIVATE SECTOR

- Strongly disagree
- Disagree
- Neutral

difficulty in attracting quality staff
- 2
- 12
- 8
- 13
- 5

- 1
- 4
- 10
- 22
- 3

Competent and suitable persons are always recruited
- 0
- 8
- 8
- 16
- 8

- 2
- 9
- 5
- 18
- 16

- 2
- 4
- 5
- 20
- 9

OVERALL HR BRANDING IN PUBLIC SECTOR

- Strongly disagree
- Disagree
- Neutral
- Agree

difficulty in attracting quality staff
- 2
- 17
- 4
- 12
- 5

Difficulty in motivating and retaining quality staff
- 2
- 4
- 16
- 15
- 3

Competent and suitable persons are always recruited
- 0
- 8
- 5
- 22
- 5

- 1
- 9
- 5
- 19
- 6

HR department understands the business priorities
- 5
- 4
- 6
- 16
- 9

Private Sector	**Public Sector**
Personnel Administartion	**Personnel Administartion**
Training And Development	**Training And Development**

Personnel administration in private sector

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly disagree

20 19 1 0 0
10 22 4 2 2 clearly told...
10 22 3 2 2 paid...

Personnel administration in public sector

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly disagree

25 14 1 0 0
14 17 5 1 3 clearly told...
10 20 8 2 0 paid...

there is a good scope for career development
2
2
6
15
15

having good learning, exposure and skill development
1
4
3
23
9

3
3
4
22
8

training needs are regularly identified
3
4
3
25
5

New employees are always provided complete information...
0
2
4
22
12

■ Strongly disagree   ■ Disagree
■ Neutral   ■ Agree
■ Strongly Agree

Employee Welfare And Benefit

there is a good scope for career development
0
1
9
14
16

having good learning, exposure and skill development
0
3
7
20
10

2
5
6
18
9

training needs are regularly identified
2
1
7
25
5

New employees are always provided complete information through induction
1
1
5
21
12

■ Strongly disagree
■ Disagree
■ Neutral

Employee Welfare And Benefit

Employee benefits and welfare in Private Sector

Employee benefits and welfare in Public Sector

Internal Work Environment

Internal Work Environment
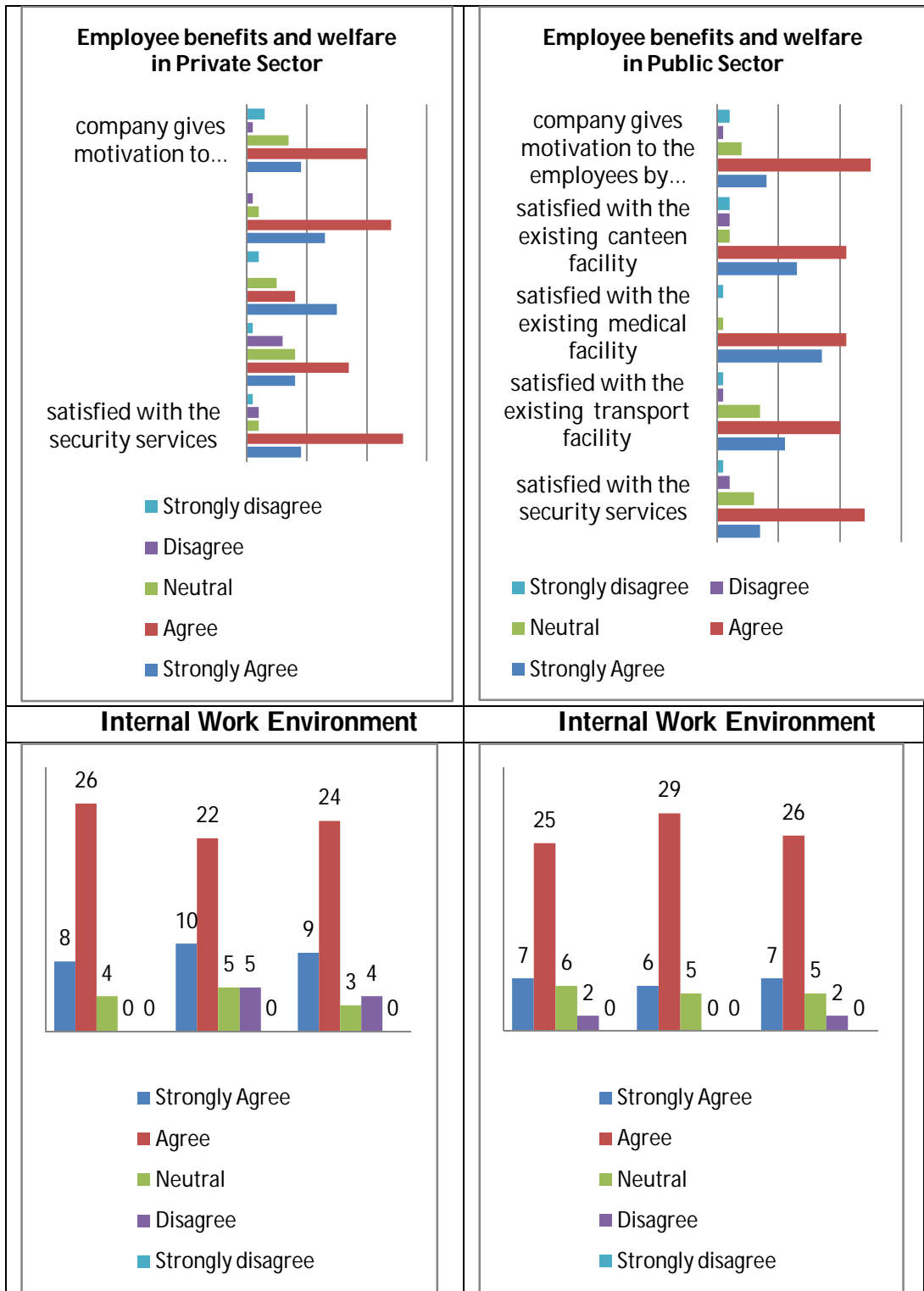
External Branding

Benefits with a Branded Organization

In Private Sector 28(70%) and Public Sector 25(62.5%) of respondents strongly agree with the statement that company offer high and attractive salary package.In Private Sector and Public Sector 27(67.5%) of respondents agree with the statement that company gives a good reference for next job. In Private Sector and Public Sector 13(32.5%) of respondents agree with the statement that company give flexible work timings.

In Private Sector 20(50%) and Public Sector 21(52.5%) of respondents agree with the statement that company there are bigger teams to work with. In Private Sector 2(5%) and Public Sector none of respondents disagree with the statement that employee get recognition for their work. In Private Sector 16(40%) and Public Sector 18(45%) of respondents agree with the statement that company offer work-life balance. In Private Sector 20(50%) and Public Sector 24(60%) of respondents agree with the statement that company sponsor higher education.

In Private Sector 14(35%) and Public Sector 16(40%) of respondents agree with the statement that company provide International career opportunities. In Private Sector 26(65%) and Public Sector 22(55%) of respondents agree with the statement that company have well defined policies. In Private Sector 20(50%) and Public Sector 15(37.5%) of respondents agree with the statement that company provide secured employment.

Hr Branding

In Private Sector with 20(50%), whereas in Public Sector 16(40%) majority of respondents agree that HR dept understands the business priorities and needs of the department. In Private Sector with 18(45%), whereas in Public Sector 19(47.5%) majority of respondents agree upon the statement that HR dept provides appropriate advices and resources to their departments.

Employee Welfare and Benefit

In Private Sector 26(65%) and 24(60%) in Public Sector majority of respondents agree with the statement that satisfaction with the security services in the plant. In Private Sector 24(60%) and 21(52.5%) in Public Sector majority of respondents agree with the statement that employees are satisfied with the existing medical facility and benefits provided by the company In Private Sector 20(50%) and 25(62.5%) in Public Sector majority of respondents agree with the statement that satisfaction with the existing canteen facility provided by the company. In Private Sector 20(50%) and 25(62.5%) in Public Sector majority of respondents agree with the statement that company gives motivation to the employees by different recognition programs, awards etc. In Private Sector 18(45%) and 21(52.5%) in Public Sector majority of respondents agree with the statement that employees are satisfied with the existing transport facility provided by the company.

Internal Work Environment

In Private Sector 26(65%) and 25(62.5%) in Public Sector majority of respondents agree with the statement that employees are satisfied with infrastructure facilities at workplace such as computer (hardware and software), telephone, stationary, furniture.

In Private Sector 22(55%) and 29(72.5%) in Public Sector majority of respondents agree with the statement that Standards of housekeeping are good in my department and within the premises of my company. In Private Sector 24(60%) and 26(65%) in Public Sector majority of respondents agree with the statement that participative work environment where views and suggestions of different level of employees are taken into consideration. In Private Sector with 16(40%), whereas in Public Sector 22(55%) of respondents agree upon the statement that Competent and suitable persons are always recruited in the department when there is a need. In Private Sector with 12(30%), whereas in Public Sector 17(42.5%) majority of respondents disagree with the statement that there is difficulty in attracting the quality staff in the organization.

Personnel Administration

In Private Sector with 20(50%), whereas in Public Sector 25(62.5%) of respondents strongly agree to the statement that Time office functions are carried out with good efficiency and speed.

In Private Sector with 22(55%), whereas in Public Sector 17(42.5%) majority of respondents agree with the statement that compensation & benefits were clearly explained when they joined the company. In Private Sector with 22(55%), whereas in Public Sector 17(42.5%) majority of respondents agree with the statement that employees are paid adequately according to their responsibilities.

Training and Development

In Private Sector and Public Sector both equally agree upon the statement with 25(62.5%) that training needs are regularly identified and appropriate training programs are provided. In Private Sector 22(55%) and 18(45%) in Public Sector majority of respondents agree with the statement that satisfaction with the trainings provided for the systems such as ISO, six sigma, 5S, WCM, TPM. In Private Sector 23(57.5%) and in Public Sector 20(50%) majority of respondents agree with the statement that they are having good learning, exposure and skill development in the company. In Private Sector 15(37.5%) and 14(35%) in Public Sector majority of respondents agree with the statement that there is a good scope for career development in the company.

Conclusion

Employment branding and the actions required to build and manage an employment brand are powerful tools that can be used to add value to your organization through HR. All too often, HR looks to impact the bottom line of the firm by enacting cost-containment initiatives. Such initiatives do nothing to increase quality or productivity. Employment branding, on the other hand, can increase the quality of employees, help inspire them to become more productive, and open opportunities to the company in the marketplace that might not have been open before. In short, employment branding can address many of the issues facing corporation today.

Ignoring the concept and the elements that empower it is a sure way to help your firm ensure a spot in the corporate graveyard. The respondents of the study depicts that from the branded organization, employees are benefited with well defined policies, attractive salary packages, proper work life balance, Bigger teams to work with, flexible work timings, International career opportunities, secured employment, getting sponsors for higher education and recognition for good work and references for next job. The respondents of the study depicts that from the public organization like employees are benefited with well defined policies, attractive salary packages, proper work life balance, Bigger teams to work with, flexible work timings, International career opportunities, secured employment, getting sponsors for higher education and recognition for good work and references for next job.

The respondents of the Study depicts that employees of the company expects; A Good reputation, Strong Leadership, focuses on Career growth, skill and competencies, Training & development, employees participation in conferences and seminars, Recruiting through employee referrals. Organizations must have good ethical and moral values, strong competency, and culture, well defined HR policies, and must aligned organizational structures, operations and culture with Brand Values and also receives regular internal communications details about the Brand.   The respondents of the Study depicts that employees of the company expects; A Good reputation, Strong Leadership, focuses on Career growth, skill and competencies, Training & development, employees participation in conferences and seminars, Recruiting through employee referrals. Organizations must have good ethical and moral values, strong competency, and culture, well defined HR policies, and must aligned organizational structures, operations and culture with Brand Values and also receives regular internal communications details about the Brand.

Implications

Private Sector Organization should focus on people's strategy so that it can be closely aligned with employer branding which will helps to retain more employees' in future competitive world.

- ✍ Senior leaders should be capable in off to understand the value of employer branding.
- ✍ Organization should make efforts for the Improvement in the number of employees who strongly agree that customer loyalty is necessary
- ✍ More flexibility and career opportunities must be provided to the employees for their growth and development.

- ❧ Company should raise their share in sponsoring higher education and provide more secured employment as compared to public company.
- ❧ The job of HR department is to provides appropriate advice and resources to their department
- ❧ HR department should implement different HR practices to attract the quality staff in the organization.
- ❧ Organization should give Compensation according to the role and responsibilities of the employees.
- ❧ The HOD of the different departments should have the responsibilities to arrange appropriate training and development programmers' for the employees to upgrade their skills and competencies.
- ❧ The Promotion or Rewards policies should be transparent for all the levels of employees.
- ❧ Organization should increase loyalty of employees to reduce the employee turnover.
- ❧ Organization should provide proper transport facility to the employees.

Public sector Organization should Recognized more and more employee for behaving consistent with brand values.

- ❧ Management should encourage employees to behave in accordance with the brand values.
- ❧ Organization should make more attractive and high salary packages for the employees.
- ❧ Organization should provide such an atmosphere which increases the work life balance.
- ❧ Company should increase ethical and moral values as compared to private company.
- ❧ HR department must understand the business priorities and needs of the department and gives appropriate advice to their department.
- ❧ Organization should provide good scope for career development in the company.
- ❧ Organization should provide proper Welfare facility for the employees which is always a big issues in the public sector ltd. Companies.
- ❧ There should be a healthy relationship between management and the unions to handle the grievances in the organizations.

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