

**A COMPARATIVE STUDY (UG TEACHING AND PG TEACHING FACULTY) ON EMPLOYER BRANDING PRACTICES TO RETAIN TALENT IN PROFESSIONAL ENGINEERING COLLEGES IN A.P. W.R.T GUNTUR (DT).**

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***Abstract***

*The recent days witnessed that the employer branding has become a strategic concern even for the majority of world's largest organizations. They realize that the success of any organization depends on the quality of one's workforce. Majority of the institutions invest in talent attraction through strategic planning and process. Today there is a requirement of employer branding because of shortage of skilled work-force who play a vital role in increasing growth and profitability and to increase mobility of workers.*

*In this article the researcher made an attempt to find out employer branding in higher education sector by giving special focus to Engineering colleges offering technical and professional courses in Guntur(Dt), A.P. amongst the present employees of the institutions who belongs to the UG teaching faculty and PG teaching faculty and retain the talent. The researcher examined that the employer branding practices followed by the management of the institutions with the help of various attributes in terms of benefits for employer branding like Monetary and Non-monetary aspects, opportunity for career growth, supportive work environment, recognition of work, work life balance etc.*

***Key words:*** Employer branding, Branding, Higher Education, Commerce, Management.

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## 1.1 Introduction:

The word "Employer brand" was first coined in the early 1990s and since then it is used as a global management practice. Employer branding gives the meaning that "The image of your organization as a great place to work". Employer brand management expands the scope of brand intervention away from communication to incorporate every aspect of the employment experience and the people management processes and practices that shape perception of present and prospecting employees. If an employer has a higher value than other employers, we can say that he has higher branding as compared to others. In case of employer branding a great place to work means, you trust the people you work for, take pride in what you do and enjoy the organization of people with you work.

## 1.2 Theoretical background

In this era of good corporate governance, the emerging role of human resource is delivering effective governance and social responsibility. In order to achieve this, Simon Barrow (1996), a Consultant, coined a concept called 'Employer Branding'.

Employer branding is about making sure that employees feel good about the place they work. Employees can then be ambassadors for the organization and that "feel good factor" can permeate out to others, notably customers and clients.

Employment branding is a strategic and marketing effort designed to make an organization appealing as a place to work. The targeted marketing effort attempts to shape the perceptions of potential employees, current employees and the public. Successful employment branding should reduce hiring costs and ease the hiring process.

The word 'Employer Branding' may be split up as;

Employer Branding = 'Employer' + 'Branding'

'Employer' means a person or an institution that hires people.

'Branding' means a strategy that allows an organization to differentiate itself from competition and in the process, to bond with their customers to create loyalty.

Just like any other brand, an Employer Brand has value and positioning. Employer branding is critical to build an image in the minds of potential employees and market the company as a 'great place to work'.

The objective of Employer Branding is to create an Employer Value Proposition (EVP) that conveys to desired current and prospective employees why the organisation is unique, appealing and a fantastic place to work in.

Employer Branding gains tremendous importance in times when the talent pool is shrinking and is becoming increasingly difficult to attract and retain talent. It then becomes critical to position the organisation in the minds of the target audience to give it every possible advantage in attracting employees with superior skills and knowledge - a primary source of competitive advantage for any organisation.

### **Definitions**

"Employer Branding can be defined as the package of functional, economic and psychological benefits provided by employment, and identified with the employing Organization. (Simon Barrow: 1996)

### **Key factors influencing on Employer Brand Name**

1. Monetary and Non-monetary benefits provided by the employer.
2. Work load and stress.
3. Job security.
4. Pleasant working atmosphere.
5. Work-life balance. (Definite or fixed working hours in the job , but not irregular working hours)
6. Career progression opportunities. (Simply means growth in the job by way of promotion linked with increase in remuneration)

Any organisation for achieving employer brand name should focus majorly on above said factors. Employee salary plays a key role in gaining employer brand name by an organisation. Having strong employer brand name helps in not only attracting talented employees, but also helps in retaining talented employees in an organisation. Organisation need not struggle much for recruiting talented employees, if it has employer brand name in the market. Hence employer brand name definitely saves cost for searching talent and also its valuable time which is equal to cost.

## **1.3 RESEARCH METHODOLOGY**

Research methodology states what procedures were employed to carry out the research study.

### **1.3.1 Research objectives**

1. To elicit the views of the UG Teaching and PG Teaching respondents on employer branding and talent retention activities practiced by employer in Guntur (Dt).
2. To study the effects of various demographic characteristics on employer branding.
3. To study the various attributes which are contribute to increase employer branding

### **1.3.2 Research Design**

In case of research design we use descriptive research design for this for study

### **1.3.3 Sampling procedure**

The researcher selected the stratified random sampling technique for the study.

### **3.4 Sample size**

Sample size we have taken 405 employees from all over institutions in Guntur (Dt).

### **1.3.5 Research instrument**

We have used questionnaire as research instruments.

### **1.3.6 Scope of the study**

The scope of the study is limited to Guntur (Dt) with special focus to professional Engineering colleges.

## **1.4 Data sources**

In primary data collection we use survey with well structured questionnaire and as well as personal interview of employees. In case of secondary data source we use internet, related books, and magazines.

## **1.5 Hypothesis**

$H_0$  There is no significant differences in the perceptions of respondents towards employer branding irrespective of UG and PG faculty.

<b>Data Analysis</b>					
<b>A. Workplace Environment and Facilities and Welfare</b>					
Chi-Square Tests	Correlation	Acceptance of Hypothesis	ANOVA		
			Sig.	R Squared	Adjusted R Squared
0.106	0.982667	<b>H<sub>10</sub> is accepted.</b>	0.000	0.285	0.247
<b>Chi-Square Test Inference:</b> The influence of the level of teaching (UG/PG) on the agreement level is not significant. (Both UG & PG respondents are responded similarly)					
<b>Correlation Inference:</b> Very high correlation is observed between the responses given by UG and PG faculty.					

<b>B. Academics and Research</b>					
Chi-Square Tests	Correlation	Acceptance of Hypothesis	ANOVA		
			Sig.	R Squared	Adjusted R Squared
0.714	0.991997	<b>H<sub>10</sub> is accepted.</b>	0.000	0.484	0.460
<b>Chi-Square Test Inference:</b> The influence of the level of teaching (UG/PG) on the agreement level is not significant.(Both UG & PG respondents are responded similarly)					
<b>Correlation Inference:</b> Almost perfect correlation is observed between the responses given by UG and PG faculty.					

<b>C. Workload &amp; Stress</b>					
Chi-Square Tests	Correlation	Acceptance of Hypothesis	ANOVA		
			Sig.	R Squared	Adjusted R Squared
0.338	0.911296	<b>H<sub>10</sub> is accepted.</b>	0.010	0.250	0.183
<b>Chi-Square Test Inference:</b> The influence of the level of teaching (UG/PG) on the agreement level is not significant.					
<b>Correlation Inference:</b> Inference: Very high correlation is observed between the responses given by UG and PG faculty.					

<b>D. Performance Appraisal, Monetary Benefits</b>					
Chi-Square Tests	Correlation	Acceptance of Hypothesis	ANOVA		
			Sig.	R Squared	Adjusted R Squared
0.033	0.989158	<b>H<sub>10</sub> is accepted.</b>	0.000	0.655	0.630
<b>Chi-Square Test Inference:</b> The influence of the level of teaching (UG/PG) on the agreement level is not significant.					
<b>Correlation Inference:</b> Very high correlation is observed between the responses given by UG and PG faculty.					

<b>E. Management Support and Work Life Balance</b>					
Chi-Square Tests	Correlation	Acceptance of Hypothesis	ANOVA		
			Sig.	R Squared	Adjusted R Squared
0.608	0.872621	<b>H<sub>10</sub> is accepted.</b>	0.027	0.263	0.179
<b>Chi-Square Test Inference:</b> The influence of the level of teaching (UG/PG) on the agreement level is not significant.					
<b>Correlation Inference:</b> Very high correlation observed between the responses given by UG and PG faculty.					

<b>F. Student Standard and Placements</b>					
Chi-Square Tests	Correlation	Acceptance of Hypothesis	ANOVA		
			Sig.	R Squared	Adjusted R Squared
0.763	0.951356	<b>H<sub>10</sub> is accepted.</b>	0.000	0.480	0.421
<b>Chi-Square Test Inference:</b> The influence of the level of teaching (UG/PG) on the agreement level is not significant.					

**Correlation Inference:** Very high correlation is observed between the responses given by UG and PG faculty.

### G. Willingness to continue in the college

Chi-Square Tests	Acceptance of Hypothesis	Yes	No
1.000	<b>H<sub>10</sub> is accepted.</b>	35	<b>65</b>

**Chi-Square Test Inference:** The relation between the response and level of teaching (UG/PG) is not significant. More respondents do not want to continue in the same college irrespective of their teaching level (UG/PG).

### G-1. If Yes, Reasons for continuing in respective colleges

Chi-Square Tests	Correlation	Acceptance of Hypothesis	ANOVA		
			Sig.	R Squared	Adjusted R Squared
0.994	0.901435	<b>H<sub>10</sub> is accepted.</b>	0.000	0.954	0.913

**Chi-Square Test Inference:** The relation between the reason and level of teaching (UG/PG) is not significant.

**Correlation Inference:** Very high correlation is observed between the reasons given by UG and PG faculty.

### G-2. If No, Reasons for not continuing in respective colleges

Chi-Square Tests	Correlation	Acceptance of Hypothesis	ANOVA		
			Sig.	R Squared	Adjusted R Squared
0.95	0.920656	<b>H<sub>10</sub> is accepted.</b>	0.000	0.959	0.922

**Chi-Square Test Inference:** The relation between the reason and level of teaching (UG/PG) is not significant.

**Correlation Inference:** Very high correlation is observed between the reasons given by UG and PG faculty.

#### H. Overall Satisfaction with the college

Chi-Square Tests	Correlation	Acceptance of Hypothesis	ANOVA		
			Sig.	R Squared	Adjusted R Squared
0.868	0.99835	<b>H<sub>10</sub> is accepted.</b>	0.003	0.940	0.892
<b>Chi-Square Test Inference:</b> The relation between the faculty type and the response is not significant.					
<b>Correlation Inference:</b> Almost perfect correlation is observed between the responses of the faculty types (UG? PG).					

### 1.5 FINDINGS

1. From the above study it is found that the majority of respondents disagree both the UG/PG respondents with the job security level, academic growth, transportation and timings and utilities & facilities existed in their respective colleges in Guntur district.
2. From the above study it is opined that the majority of respondents agree both the UG/PG respondents with the level of communication, provisions relating to safety & Health, issues relating to hygiene and organizational physical factors at their respective colleges in Guntur district.
3. From the above study it is observed that the majority of respondents disagree with the institute's documents that guide your teaching, provisions relating to career development & research, with the provisions relating to equipment and facilities provided, with the provisions relating to time availability and physical facilities to conduct research and recognition of research schedules & outcomes recognition at their respective colleges in Guntur district.
4. From the above study it is identified that the majority of respondents disagree to academic researches and publications and seminars and conferences, awareness of latest advancements in your specialization and provisions relating to handling of latest technology and automation tools at department or labs at their respective colleges in Guntur district.



5. From the above study it is observed that the majority of respondents disagree with the number and timings of the classes and types of subjects assigned, the stress less ness existed in the departmental and others works assigned by management, faculty supported in advising students on course choices at their respective colleges in Guntur district.
6. From the above study it is opined that the majority of respondents strongly agree and this is followed by agree for UG, agree and this is followed by disagree for PG that whether the working conditions lead to any health problems like BP, Sugar, Migraine headache, Hair loss and Obesity etc. and whether the Sports, cultural and recreational facilities helpful in reducing stress levels at their respective colleges in Guntur district.
7. From the above study it is identified that the majority of respondents agree that whether they are having awareness about the outcomes and achievements expected from job at their respective colleges in Guntur district.
8. From the above study it is observed that the majority of respondents disagree that whether they are having transparency of annual review & promotional process, whether the compensation levels for rank advancement are appropriate, whether there is regularity in monetary benefits (salary, increments, bonuses etc.), that with the bias treatment of management in monetary and non-monetary aspects and the opportunity to undertake personal and professional development and advancement.
9. From the above study it is observed that the majority of respondents agree with the relations with faculty (superior, subordinate and peers) at their respective colleges in Guntur district.
10. From the above study it is found that the majority of respondents disagree that they have good the relations with management and other departments, the availability of time to meet the social and family obligations and job in this college is very appealing (attractive, pleasing) to me at their respective colleges in Guntur district.
11. From the above study it is identified that the majority of respondents disagree that a good number of MNC companies recruit your students, a good percentage and number of students recruiting in campus placements and the career counselling, Future guidance & planning and placement
12. From the above study it is opined that the majority of respondents agree with that a good package is offered to the students by recruiters at their respective colleges in Guntur district.

13. From the above study it is opined that the majority of the respondents don't want to continue at their respective colleges in Guntur district due to getting less monetary and non-monetary benefits, and less job security, and assigned with other administrative works, having stressful work, and not having opportunity for professional growth for both the UG and PG respondents and some of the respondents wants to continue in their respective colleges in Guntur district, the UG respondents are due to having good relations with colleagues/HOD/management/students, Very convenient from my residence, Lack of employment opportunities outside, better monetary & non-monetary benefits (salary, increments, retirement benefits etc.), Loyalty towards college, and PG respondents, for having good relations, have stress less work, and have opportunity for professional growth, convenient from their residence, lack of employment opportunities outside at their respective colleges in Guntur district.

14. From the above study it is found that the majority of the respondents are dissatisfied with the college as a whole at their respective colleges in Guntur district.

## **1.5 SUGGESTIONS**

1. From the above finding it is suggested that the management of the professional engineering colleges is to provide job security, opportunity for academic growth, good transportation and timings and facilities to be provided.

2. From the above finding it is advised that the management of the professional engineering colleges is to maintain the institute's documents clear, provisions relating to career development and research and facilitate physical amenities and to recognise the employees' research outcomes.

3. From the above finding it is proposed that the management of professional engineering colleges is to reduce the work load, do not assign stressful works to the employees and other works like admissions pressure and assigning of administration works etc.

4. from the above study it is recommended that management of professional engineering colleges is to maintain transparency of annual review & promotional process and provide good, regular, sufficient and reasonable compensation to their employees.

5. from the above study it is suggested that the management of the professional engineering colleges is to provide the employees with sufficient time to meet their personal and social obligations and create an environment to maintain good organizational relations.

6. From the above study it is suggested that the management of the professional engineering colleges is to provide the students with good number of MNC companies to recruit student by offering good amount of salaries and to give proper guidance in selecting their career and to maintain existing talented employees in their respective colleges.

## 1.6 CONCLUSION

The Teachers play an extraordinary role in the development of students which give ultimate result in country development. Hence, it is important to examine the problems of faculty having such an importance and great part in building strong and knowledge based and ethical based society. The researcher is concentrated on management practices followed by the management of professional engineering colleges to retain talent in their respective colleges in Guntur (Dt). The researcher has concluded the opinions of the UG and PG teaching in professional engineering colleges in the selected district are very much worried about their job security, academic and career growth, facilities at institutions and stress level associated with the job and least & irregular monetary benefits show a great negative effect constitute to build strong employer brand and the majority of the faculty selected profession as they are passionate towards the profession and the practices of management make them very much dissatisfied and not able to build strong employer branding. Most of the UG teaching faculty are willing to change the college because of the ineffective management practices and PG faculty are not willing to change as they are not having sufficient opportunities outside particularly the faculty teaching MBA & MCA streams. The managements are also having some strong financial reasons to follow up the management practices in a positive manner. Hence there is a need to bring some new legislation by government and regulations by regulatory authorities like UGC and AICTE for better maintenance of Management practices by management of respective colleges in Guntur (Dt).

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