



AN ANALYSIS OF PERCEPTION OF JOB ASPIRANTS ON THE EMPLOYER VALUE PROPOSITION OF BSNL

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Introduction

Employer branding is a group of intangible qualities and features – that makes an organization unique, promises a specific kind of experience in employment, and to attract those people who will perform to their best in its culture. Initially the term branding was introduced in the field of marketing for attracting the customers and for product differentiation in order to shoot up the economic value for both consumer and company. Conceptually this term is an extension of marketing principles. Employer value propositions is a term which is closely related to the concept of Employer branding. This concept is also borrowed from the principles of marketing management where it has been defined as the surety that a seller gives to his customer regarding his service. This concept is remarkably admissible in today's organizations which are immensely focusing on the —Talent war.

Key words: Employer, branding, value, BSNL

Review of Literature

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those people who will perform to their best in its culture. Initially the term branding was introduced in the field of marketing for attracting the customers and for product differentiation in order to shoot up the economic value for both consumer and company. Conceptually this term is an extension of marketing principles. Ambler and Barrow had introduced the term —Employer Branding in the year of 1996.

Employer value propositions is a term which is closely related to the concept of Employer branding. This concept is also borrowed from the principles of marketing management where it has been defined as the surety that a seller gives to his customer regarding his service. This concept is remarkably admissible in today's organizations which are immensely focusing on the —Talent war. According to Backhaus and Tikoo (2004) and Jiang and Iles (2011), the organizations have an obligation to create its image as a —great place to work or —employer of choice in order to attract and retain the employees. That means, the organization have to build their brand image. According to Kotler and Lee (2008), Branding is the process of developing an intended brand identity. So the application of the concepts of branding to the Human resource management is called as Employer branding or Employer value proposition. In recent era, the recruiting environment is terribly competitive and the organizations are struggling to get best human talents. So the HR practitioners can implement this brand-new approach for recruiting and retaining a best team for their organization.

The term Employer Branding is a concept which was recently introduced in the Human Resource field. Nowadays, lots of industrial practitioners and researchers are doing studies on this particular topic. The main objectives of this paper are (a) to understand the work value preference of the Indian workforce and to identify the value proposition frameworks of external and internal employer branding. (b) to study the effects of demographic variables on various work value preferences of employees.

The six factors for Internal Employer branding are —Employee engagement values, Feel good values, Career potential values, Justice values, Comfort values, Esteem values. The five factors of External Employer branding are —Image and fundamental values, Work culture values, Job structure values, Pride values, Reference values.

Employer branding is considered as a major strategic tool used by the organizations in order to attract and retain the current employees and attract the potential employees. According to Sullivan (2004), the term Employer branding is defined as —a

targeted, long term strategy to manage the awareness and perceptions of employees, potential employees and related stakeholders with regards to a particular firm. Value propositions are considered as a central message of employer brand (Eisenberg et al. 2001). This paper helps the employers in India to understand about the various value proposition expected by the employees and to reframe their models accordingly. The researchers have given definitions for all the eleven factors based on certain dimensions.

Evans' findings of this study show that the organization's brand name has a remarkable influence on the decisions of the employees to join and stay in the organization. The concept of Employer branding is derived from the marketing concept of branding. Employer branding is a new approach used for recruiting and retaining the best talents for the success and goodwill of an organization. According to Backhaus and Tikoo, the employer branding is a concept which can be defined in three steps. First step involves the development of value proposition and convey the same to the targeted population, placement counselors, recruiting agencies etc.

Lale tuzuner et al () determine the components or factors of employer attractiveness from the perspective of potential employees. Brands are the most valuable assets of a firm. So almost all firms are very cautious towards their brand building process. The application of branding principles to the Human resource management is called Employer branding. A firm which has a best employer value proposition framework will retain their existing employees and also will attract prospective employees with high potential. Neeti leekha chabra et al () study mainly concentrated on analyzing various branding strategies used by organization and also the various channels used by organization to promote employer attractiveness. Findings of this study show that —compensation, brand name and organizational culture are the most preferred organizational characteristics. The channel for employer attractiveness is student rated job portals. This study shows there is a significant correlation between the employer brand image and likelihood to apply.

INDUSTRY PROFILE

Telecommunication is an act of exchanging data over a notable distance by electronic means. Telecommunication network in India is the world's second largest on the basis of total number of telephone users and world's third largest in the internet user base. It is one of the fastest growing and world's competitive telecom market. In India, telecommunication sector turned up by launching Telegraph which was a successful innovation of Mr. Samuel Morse in

the year of 1844 .The first experiment was conducted in the year of 1850 by introducing an electric telegraph line between Calcutta and Diamond Harbour. In the year of 1851, British East India Company started using this facility. At that time, the Post and Telegraph department employed a small corner of the Public Works Department. Initially the telecommunication industry was the monopoly of government and later on two private firms namely Oriental telephone company Ltd and Anglo-Indian telephone company approached Government to establish telephone exchange in India in the year of 1880. Globalization, Technology and Deregulation are the crucial elements which are framing the modern telecommunication industry.

Telecommunication industry in India was a monopoly until the mid-1980 and it was serving as a government department. The government commenced a restructuring of the Telecommunication Industry due to the rapidly increasing demand for telecommunication services. **Bharat Sanchar Nigam Limited** (abbreviated **BSNL**) is a well performing Indian telecommunications company (public sector undertaking).It is headquartered in New Delhi, India. It was founded in the year of 2000, October 1. They are the fifth largest mobile telephony provider in India.

STATEMENT OF THE PROBLEM :

An analysis has been conducted to identify the —perception of job aspirants about the Employer Value Proposition framework of BSNL. Nowadays the young job aspirants are opting corporate or private sectors rather than public sectors as their career. This particular topic is selected to understand the reason behind this ignorance and to check whether the benefits provided by the public sectors are fulfilling the career satisfaction of young job aspirants.

OBJECTIVES

- 1.To identify the characteristics of Value Proposition framework designed by BSNL .
- 2.To understand the employee perception regarding the Value Proposition framework of BSNL .
- 3.To understand the perception of job aspirants about the Employer Value Proposition of BSNL .

RESEARCH METHODOLOGY

Data were collected from 100 respondents ;50 from BSNL employees working in various branch offices and another 50 from job aspirants across the district. Primary data for this study were collected from the employees of BSNL and from various job aspirants by using the questionnaire method. Secondary sources of data for this study obtained from Company website, Related information from Internet, Articles and online journals . The questionnaire used for this study consists of two sections. First section contains the demographic variables and the section 2 composed of the items related to the employer branding. The survey conducted /sample collected from the young employees in the organization(BSNL recruited staffs) as older people of the organization(especially non executives) are studied up to class X only and the aim is to know the youth 's opinion

LIMITATIONS OF THE STUDY

- 1)This study is not a true representation in broader scenario.
- 2) This is focusing only on the cause of the phenomenon.
- 3)Time constraint is the other major limitation of this study.
- 4)This study is focusing only on the BSNL.

Analysis and Interpretation

A.For BSNL Employees:

1 Based on Educational qualifications:

Educational qualification	No of respondents	percentage	Cumulative
Upto +2	4	8	8
Degree	19	38	23
PG and above	23	46	46
Others(ITI,diploma etc)	4	8	50

More than 80% of the respondents are degree and PG qualifications .Only 16% of the employees are studied up to +2 or other qualifications.

2. Based on Age group :

Age Group	No of Respondent	Percentage	Cumulative
21-30	22	44	22
31-40	23	46	45
41-50	03	6	48
51-60	02	04	50

90 % of the respondent are below age of 40

3. Based on Gender:

Gender	No of Respondent	Percentage	Cumulative
Male	29	58	29
Female	21	42	50

58% of the respondents were male and 42% were female.

4. Opinion of the respondents about Organizations compensation package:

s/no	Feedback	No of respondent	Percentage	cumulative
1	Strongly Agree	9	18	09
2	Agree	8	16	17
3	Neutral	2	04	19
4	Disagree	16	32	35
5	Strongly Disagree	15	30	50

34 % of the respondent have agreed that the t Organizations compensation package is OK, 62% disagreed about this.

5. Opinion about employees satisfaction with top management:

s/no	Feedback	No of respondent	Percentage	cumulative
1	Strongly Agree	4	8	4
2	Agree	14	28	18
3	Neutral	12	24	30
4	Disagree	6	12	36
5	Strongly Disagree	14	28	50

36% satisfied with top management and 40 % disagree with this

6. Opinion about opportunity to achieve career goal progress:

s/no	Feedback	No of respondent	Percentage	cumulative
1	Strongly Agree	2	4	2
2	Agree	23	46	25
3	Neutral	15	30	40
4	Disagree	08	16	48
5	Strongly Disagree	02	04	50

50% is agreeing that they are getting opportunity to achieve career goals and 20% disagreeing with this.

7. Opinion about provision of training and developmental programme to achieve career growth :

s/no	Feedback	No of respondent	Percentage	cumulative
1	Strongly Agree	07	14	07
2	Agree	22	44	29
3	Neutral	10	20	39
4	Disagree	08	16	47
5	Strongly Disagree	03	06	50

58% of the respondent have the opinion that they are getting training and developmental programmes from the organization to achieve career growth.

8. Opinion about better quality and well being of the employess:

s/no	Feedback	No of respondent	Percentage	cumulative
1	Strongly Agree	08	16	08
2	Agree	30	60	38

3	Neutral	12	24	50
4	Disagree	0	0	50
5	Strongly Disagree	0	0	50

This research shows that 76% of the BSNL employees feels that the jobs provided them with better quality of life and well being.

For Job aspirants

1. Educational Qualifications:

Educational qualification	No of respondents	percentage	Cumulative
Upto +2	0	0	0
Degree	39	78	39
PG and above	11	22	50
Others(ITI, diploma etc)	0	0	0

100% of the aspirants are degree and above.

2. Gender wise respondents

Gender	No of Respondent	Percentage	Cumulative
Male	29	58	29
Female	21	42	50

58% of the respondents are male and 42 % are female.

3. Opinion about competitive compensation package compare to other companies:

s/no	Feedback	No of respondent	Percentage	cumulative
1	Strongly Agree	10	20	10
2	Agree	29	58	39
3	Neutral	09	18	48
4	Disagree	02	04	50
5	Strongly Disagree	00	00	50

79 % having opinion that BSNL providing competitive package (including health insurance& Retirement plan) compared to other companies and only 4% disagreeing to this.

4.Opinion about relationship with top management:

s/no	Feedback	No of respondent	Percentage	cumulative
1	Strongly Agree	08	16	08
2	Agree	25	50	33
3	Neutral	12	24	45
4	Disagree	05	10	50
5	Strongly Disagree	0	0	0

66% of the job aspirants have the pinion that BSNL will provide them good working environment with good relationship with top management and only 10% disagreeing with this.

5.Opinion about opportunity to achieve career goal progress.

s/no	Feedback	No of respondent	Percentage	cumulative
1	Strongly Agree	07	14	7
2	Agree	22	44	31
3	Neutral	15	30	46
4	Disagree	4	08	50
5	Strongly Disagree	00	00	50

As per the survey 58% of the aspirants agree that BSNL will provide them oppportunity to achieve career goals. Only 8% is not agreeing with this.

6. Opinion about provision of training and developmental programme to achieve career growth

s/no	Feedback	No of respondent	Percentage	cumulative
1	Strongly Agree	05	10	05
2	Agree	26	52	31
3	Neutral	14	28	45
4	Disagree	03	06	48
5	Strongly Disagree	02	04	50

As per the survey 62% agree that BSNL will provide them proper training and development for career growth and 10 % only disagreeing with this.

7.Opinion about better quality of life and well –being for the employees.

s/no	Feedback	No of respondent	Percentage	cumulative
1	Strongly Agree	05	10	5
2	Agree	27	54	32
3	Neutral	16	32	48
4	Disagree	02	04	50
5	Strongly Disagree	0	0	50

64% of the job aspirants believe that BSNL job will provide them with better quality of life and well being and 04% disagreeing with this.

Findings

1 Majority of the participants participated in the survey are having qualification degree or above degree.

2.Majority of them have a believe that ,BSNL will provide a good working environment and good relation with top management.

3.BSNL is proving a competitive package (including health insurances and retirement plan) compare with other companies.

4.Provision of training and development to their employees to enhance their career growth is good in BSNL.

5.BSNL job will providing them with better quality of life and well being .

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