

Employee Marketing: The Effect on Workforce

**Ms. Meghashree R.A¹, (MBA student) - Department of Management Studies,
Ramaiah College of Arts, Science and Commerce**

**Ms. Vichitra Somashekar², Assistant Professor, Department of Management
Studies, Ramaiah College of Arts, Science and Commerce.**

1. Abstract :

Internal marketing contributes to increased levels of employee brand loyalty, which can lead to incremental increases in sales and profitability. Additionally, brand-loyal employees have a great opportunity to promote their company to their loved ones, co-workers, and neighbours. Furthermore, increased levels of employee brand loyalty may be associated with increased levels of employee work satisfaction. The scope of this paper is to understand how the employee marketing is emerging. The future aspect of the research is also considered.

Keywords: Internal Marketing, Employee Marketing, Performance, Communication.

2. Introduction :

Changes to employees' value propositions have made it harder to find and keep talented personnel. The Employee Value Proposition (EVP) is the umbrella term for all perks provided to workers in exchange for the contribution they make to the organisation. Employees increasingly look forward to working for an organisation that will meet the majority of their demands rather than expecting it to fulfil only one of their wants. They compare the benefits they stand to gain from each organisation, and then they pick the one they believe will provide them with the overall edge. This raised bar demonstrates that candidates are considering the organization's whole bundle of perks rather than basing their choice just on a few stand-alone benefits. Therefore, the notion of an employee marketing has formed. Although the phrase "employee brand" was first used in 1996, it has only recently acquired popularity and been put into effect. However, due to a lack of a framework, employee marketing is still more of a theory than a practical concept. There is no such thing as a company with no employee brand value. Every company has an employee brand, which may be improved with deliberate efforts.

Employee marketing is described as the method by which communication teams enhance worker engagement by uniting all employees behind shared organisational objectives, enhancing workplace culture, and encouraging brand support through timely communications that effectively elicit desired responses.

The focus of employee marketing, which is sometimes referred to as internal marketing (IM), is on identifying your various workforce segments, including office workers, frontline employees, remote workers, contractors, and partners. According to Gronroos, 1981, Internal marketing is "The major thrust of the internal marketing concept is that by treating employees as internal customers, one can ensure

higher employee satisfaction and, subsequently, the development of a more customer-conscious, market-oriented, and sales-minded work-force”.

To ensure that these various groups are constantly "in the know," communicators may then plan strategies on the best methods to provide pertinent information to them directly. When that occurs, they are more likely to use their social media networks to advertise the company's mission to the outside world.

3. Objectives :

The study is focused on achieving the following objectives:

1. To study the impact of employee marketing in a corporate environment.
2. To explore the various methods to achieve effective employee marketing in an organization.
3. To analyse how employee marketing affects the internal workers and in turn, business performance.
4. To provide suggestions on the betterment of employee marketing.

5. Review of Literature:

- Keleman and Papisolomou-Doukakis (2004). Internal Marketing is the junction of many management departments (human resource, strategy, marketing, and operations) inside a company and is not only the purview of one department. "Managerial effort that perceives internal connections and structures within the firm as being regulated by the exchange logic that rule over external markets" is how they characterised internal marketing.
- Pitt and Foreman (1999). According to the authors, internal marketing and HR are intertwined and aligning HR regulations with marketing initiatives enhances staff behaviour and attitudes. This is because the development of human resource practises is already carrying out recruiting, training, motivating, rewarding employees. Therefore, the primary function of internal marketing is the organization's marketing and HR departments working together.
- Rafiq and Ahmed (2000). Internal marketing literature is examined and is broken down into three phases: staff satisfaction, client orientation, and strategy execution change management. They fill in the definitional gap in the literature by defining internal marketing precisely as “An intentional effort using a marketing-like strategy to overcome organisational resistance to change, align, motivate, and integrate employees toward the successful implementation of corporate and functional strategies in order to deliver customer satisfaction through a process of creating motivated and customer-oriented employees”.
- Biswas and Suar (2016). According to the study there are antecedents that may be improved in order to strengthen the organization's financial and non-financial performance. This is accomplished through enhancing the employer brand image. Support, status, trust, leadership, psychological contract, CSR activities, work previews, and fair pay practises were among the eight antecedents that the study discovered. The study develops a thorough theoretical framework for determining the factors impacting the value of the employer brand.
- Priyadarshi (2011). The study was performed research in India for her study. The study reveals that the value of the employer brand contributes to increased job commitment and satisfaction while lowering the likelihood of quitting. The survey calculates the discrepancy between the

components' present and desired statuses. The measurements listed here do not assist in measuring the previously established employer brand; rather, they serve mainly to aid in its creation and enhancement. As a result, these factors are only relevant as employer brand antecedents and not as measures of employer brand equity.

- Kashive and Khanna (2017). The study was conducted to provide a framework and scale for measuring internal brand value. Brand commitment, brand supportive activity, brand endorsement, brand citizenship behaviour, and brand devotion were the constructs discovered. This approach for measuring employee-based brand equity was taken from King et al. (2012). According to the author, these structures would quantify the brand equity that the organization's distinctive EVP developed. The approach also evaluated the impact a powerful employer brand has on business performance and organisational attractiveness. The scale items were taken from the literature, and the model was verified by confirmatory factor analysis and structural equation modelling by testing it against model fit indices.
- Schlager et al. (2011). The framework concentrated on employee marketing, both internally and externally. The EmpAt scale, created by Berthon et al. (2005), was utilised in the study to gauge the attitudes of both existing and prospective workers. Structural equation modelling was used to examine the impact of employer brand attributes on potential workers' identification with the business. Additionally, the effect of employer characteristics on the recognition and happiness of present employees was looked at. Therefore, two models evaluating the value of the employer brand for both existing workers and potential employees who are currently working for the organisation were presented and evaluated. The research is just one of a select handful that have made an effort to examine the internal and external employee marketing. Economic, development, social, diversity, and reputation values are the elements of the employee brand that were employed in the study.

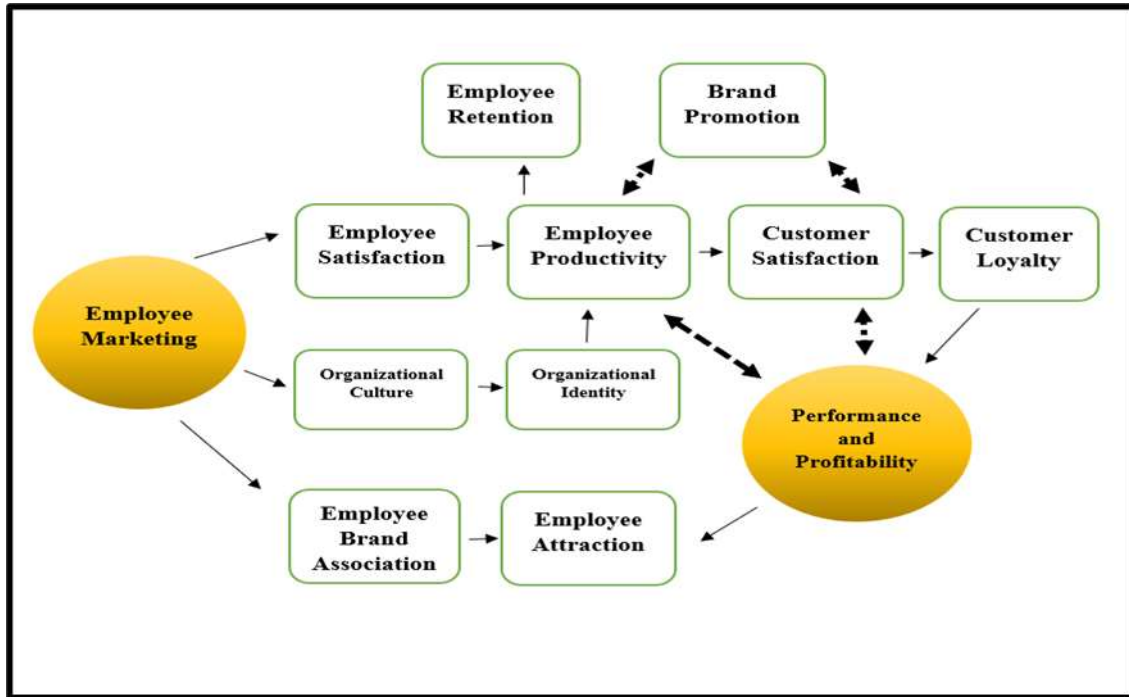
5. Research questions

Although employee brand has been available for two decades, researchers and practitioners have only just begun to pay attention to them. A thorough examination of significant papers in the field of employee marketing resulted in the following research questions:

- How can a company develop an employee marketing strategy?
- Does employee marketing benefit the company in any way?

On the basis of literature reviews, the model of Employee marketing and its factors was created. By using a cause-and-effect approach, we can better comprehend employee loyalty, its motivators, and how it contributes to the value of the organisation.

Fig 1 : Employee Marketing and its factors



6. Perks of Employee Marketing :

When workers can easily access the equipment, knowledge, and resources they need to do their tasks, organisations prosper. Employee marketing is to spread knowledge throughout the workforce so that everyone is aware of the organization's goals. They have a broader perspective and a stronger links to the objectives of the company.

Top firms prioritise employee marketing because it has significant advantages for the company when executed efficiently.

- Employee engagement: It will skyrocket when individuals appreciate their positions, feel happy to work, and believe their work adds to the company's success.
- Better corporate culture: Corporate culture is a crucial component of employer branding that aids in luring top talent and energising employee influencers. Employee marketing is crucial in this because it creates a culture of contented, driven employees when a firm successfully promotes and communicates with its workforce.
- Enhanced recruiting process: Organizations can attract and keep top talent with the aid of a good hiring procedure. Without it, they'll have to spend more money on hiring, training, and developing new employees who will soon quit. The hiring process is made simpler if workers are more familiar with your company's culture and what it takes to succeed there.
- Increased staff retention rate: Employee turnover is detrimental to the productivity of organisations. Both team output and business earnings are affected. A company's culture is communicated via employee marketing, and personnel that embrace these principles will be content to stay there for a long period of time.

- Better branding: Employer branding aids businesses in fostering an atmosphere that is more upbeat, successful, and productive. Employees will serve as the finest brand ambassadors for the business and promote favourable ideas about working there.

7. Methods for effective Employee Marketing :

7.1 Choosing an audience: There isn't a single, cohesive "workforce" anymore. Numerous internal audiences must be reached by communicators. This is known as character development in marketing lingo.

Who are our ideal customers, and what characteristics do they possess? For communicators, it entails considering the various employment positions. How many of them work in offices? How many people work remotely? Does a sizable portion of the workforce consist of contractors? What are each person's unique needs?

7.2 Segmentation and targeting: One should decide how to reach each group most effectively. Email or collaborative technologies are likely the best ways to contact office workers. How about front-line employees, some of whom may not even have email addresses? Or delivery personnel who aren't always able to use the employee app on their mobile devices, like manufacturing workers? Targeting certain audiences and getting messages in front of everyone are made possible by thinking like a marketer. Each audience requires a unique approach.

Email for office employees, smartphone applications for certain front-line staff, and digital signs for others could be the answer. Or it might be a hybrid blend of a number of channels to improve the chances that it will reach all audience groups and do away with information silos.

7.3 Relevance and personalization: Marketers create communications that speak to consumers as distinctive individuals. That is what draws someone in. It ought to be the same for communicators. Personalized and pertinent messages are necessary if you want people to pay attention. One size does not fit everyone. Personalized contextualization is the key to making communications memorable.

7.4 Measurement and improvement: Strong analytics on a digital platform for employee communication and engagement like Firstup allow communicators to gauge the "reach" of their messaging. They can tell how many individuals read a crucial bulletin and if they responded as planned. On the basis of the facts, they may then optimise their next strategies.

The saying "you can't measure what you can't improve" also holds true for communicators. Marketers are aware that C-suite executives have these perspectives. To keep their new seats at the table, communicators must do the same.

7.5 Modern, consumer-level technology: Marketers are experts at maximising the potential of cutting-edge gadgetry. Once more, communicators need to be attentive. A fun mobile app that employees can easily access, like they do with Facebook, Instagram, Twitter, and other platforms, is one efficient employee marketing method. Employees of today need a same level of mobile communication at work as they do in their personal life.

8. Assembling a Marketing team within the company :

All speakers and writers adore language. But in today's environment, a successful employee communication team requires a variety of abilities. It's not enough to just create compelling messaging.

How to get them in front of everyone should be considered. This calls for coordination and a fresh perspective on the problems with internal communication.

- 8.1 Campaign manager for communication: The communication equivalent of a traffic cop keeps things moving along while making sure that staff members have what they need without being overburdened. It's comparable to managing a marketing campaign. It involves paying attention to the data and sharing with the rest of the team what is and isn't working. What channels are the most efficient? What messages are effective? Managers of communication campaigns keep a close check on things to make sure the correct individuals are receiving the proper information and that no one is receiving too many or too few communications.
- 8.2 Creators of content: It is the passion of communicators to create messages that are compelling, succinct, and help employees be their best selves. However, communicators must also think quantitatively. The data's lessons must be incorporated by today's content producers. Do their messages go on for too long on a mobile device? Are the titles intriguing enough to inspire click-throughs from employees? Do they use the proper channels? They improve their communication skills by utilising the indications supplied by analytics.
- 8.3 Expert in human resources: The first internal marketing team was really the HR department. They have, after all, long been concerned with finding methods to get important, must-see information in front of employees, such announcements of open enrolment. Additionally, it explains why the communications team and HR have always worked together. Campaigns for internal communication should heavily involve HR. This makes sure that crucial inquiries like benefits, workplace security, remote work, and other topics are answered. HR must get more involved in communication initiatives as employers place more focus on employee wellbeing to ensure that the appropriate level of empathy is communicated to employees.
- 8.4 Multi-media pro: There is no doubting that video is interesting and that this is how more and more people are consuming material. This is particularly true for mobile devices. Not all messages are best communicated through words. People would prefer watch a 90-second video than browse through a lengthy message again. Increased use of videos, images, infographics, and other visual components in the entire communication plan is a wonderful employee marketing approach. The diversity it provides keeps workers engaged.

9. Employee Marketing in the future:

The problem of handling the wants and expectations of several generational employees and maintaining a harmonious relationship becomes essential to attracting and retaining talent as India welcomes Generation Z into the workplace, which is now led by Generation X and millennials. The idea behind employee branding holds that the only individuals who can truly provide excellent customer service are those who work for the company. Getting workers to present the proper brand image of a company to stakeholders creates a problem for businesses. Reduced staff turnover, improved employee happiness and performance, improved service quality, greater levels of customer retention, and an increase in positive word-of-mouth marketing are all benefits of successful employee branding initiatives. When it comes to offering genuine information about what it's like to work in a firm, candidates trust staff three times more than the organisation itself. Employee branding encourages staff to represent the company as brand ambassadors by coordinating personal objectives with corporate objectives.

10. Findings :

- Employee marketing should be successful if the human resource and marketing departments collaborate, since it is not only a marketing/HR department responsibility.
- The organisation always wants to achieve brand success through a group of dedicated personnel.
- The marketing division would be primarily responsible for delivering that performance to the final consumer.
- However, it is essential that the employees themselves are dedicated to the brand in order to guarantee that the delivery lives up to expectations set by the top management and the brand's vision.
- Understanding the generational disparities and what each group expects from employers is essential. The HR managers would significantly benefit from this in developing and promoting the ideal employee brand for them.
- Loyalty and commitment would derive from company culture and internal branding procedures, which are essentially the HR department's duty.
- An increase in pay by itself wouldn't persuade workers to remain with the organisation.

11. Conclusion:

Employer Brand Value is becoming increasingly significant for HR managers, making it hard to ignore. Even though no attempt is made to develop it, employee marketing would exist in any firm. The company must first develop a set of advantages that may be leveraged to develop a distinctive proposal for brand building and communication. They might stand out from other organisations with the aid of this. Market segmentation has been effectively employed by marketing managers to increase consumer loyalty and happiness. Similarly, different groups of employees have different views regarding the ideals of the workplace.

For long-term success, businesses must deploy flexible, adaptive employee marketing tactics. Employee marketing plans need to include a company's unique cultural setting. This covers everything, from the methods of communication they use with their staff to the kinds of training they offer. In order to engage employees, successful employee marketing programmes concentrate on internal brand communication. They take into account cultural variations and employ consistent and efficient methods to communicate the correct message to the right audience.

12. Recommendations:

1. In order to decrease attrition, it is necessary to develop the employee brand and share it with the present workforce. The employee brand has been proven to affect workers' intentions to stay.
2. Career potential values, Esteem Values, and Trust Values are elements that should be addressed when developing an employee marketing for this generation.
3. Create a clear succession plan for the staff and convey it to them, along with enough coaching and mentorship.
4. Make sure the company is creating novel goods and services.

5. Employees like to work for organisations that are forward-thinking and that they are glad to be a part of.
6. Show them how working with your organisation will enhance their resume.
7. Create a powerful employee marketing and effectively convey the brand message to increase workplace appeal.

References

1. <https://www.testimonialhero.com/blog/the-complete-guide-to-employee-marketing-all-you-need-to-know>
2. <https://firstup.io/blog/employee-marketing/>
3. <https://everyonesocial.com/blog/employee-marketing/>
4. <https://www.sciencedirect.com/science/article/abs/pii/S0278431914001728>
5. Matta, Nikita, Subhadip Roy (2019) Employee Branding in India Exploring Dimensions and Effects on Internal and External Performance, Shodhganga.
6. María Leticia Santos-Vijande, Begona Alvarez Alvarez and Nuria Garcia Rodriguez (2011), Internal marketing as a driver of market orientation and co-creation culture in the tourism sector, African Journal of Business Management.
7. Lakshmi B, Desai, Kavitha (2020), Role of employee value proposition in creating employer brand value for employee attraction and retention. Shodhganga.
8. Arnett D. B., Laverie, D. A., & McLane, C. (2002). Using job satisfaction and pride as internal marketing tools. The Cornell Hotel and Restaurant Administration
9. Backhaus K. and Tikoo S. (2004). Conceptualizing and researching employer branding. Career development international.
10. Ballantyne D. (2000). Internal relationship marketing: a strategy for knowledge renewal. International Journal of Bank Marketing.
11. Sahoo S.R, Mohanty, Sasmita (2020), Impact of Internal Branding on Organizational Citizenship Behavior and Employee Engagement, Shodhganga.
12. Anne Martensen, Lars Grønholdt (2006), internal marketing: A study of employee loyalty, its determinants and consequences, Innovative Marketing