

**A study on Employee branding with special reference to “The India Cement Ltd – Sankari Plant’**

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In the competitive world of today, every company seeks to have the best talent around. This is the reason that it has become extremely difficult for the employees to get into any company. An employee brand is what attracts the employee towards a company. It is actually an image that the company makes of itself in the minds of many that it is the best place to get employed at.

Employee Branding is actually the image of an organization for the people working in the organization. It is this reputation that the companies make of themselves inside their premises candidates, the customers, the clients and also the others who are affected by the proceeding of the company. An employee brands ensures a sense of belongingness in the people and this makes the employees play an integral role in the achievement of success. This article focuses on employee branding in the India cements Ltd.

**Profile of the company**

The India Cements Ltd. was established in the year 1946, it was founded by Shri. Sankaralinga Iyer and was ably assisted by Shri. T.S.Narayanaswami. At present the company is headed by N. Srinivasan, Vice Chairman and Managing Director. The first plant was setup at sankarnagar which is a panchayat town in Tirunelveli district in Tamilnadu in 1949 with the capacities of 1 lakh tons per annum. It has grown in stature to seven plants spread over Tamilnadu and Andhra Pradesh. The company’s plants are well spread with three in Tamilnadu and four in Andhra Pradesh which supply to all major markets in south India like whole Tamilnadu, kerala, Karnataka and Maharashtra. The researcher chose only sankari plant for this study.

Sankari Plant is established in the year 1963 with installed capacity of 2 lakh tones per annum. Currently this plant is having the capacity of producing 0.72 million tones per annum. This plant was automated fully in the year of 2008. Prior to automation ie.2008, this plant was running with 2000 people which includes staffs and operators, but after automation the company introduced VRS scheme in order to improve the company’s profit. Currently 200 staffs and operators are working at Sankari Unit.

**Statement of the problem**

Employees have the power to either reinforce or break a brand’s promise every time they interact with customer, shareholder or even another employee. Because of that, we can not build and sustain a strong brand externally if we do not start with our employees.

In the present scenario, one of the goals of a company is related to employee branding. This goal is to achieve customer satisfaction where the customers are nobody but the employees themselves. Employee branding is help to attract the employees and also for their subsequent retention in times to come so as to improve the company's image of employee branding. This article aims to identify whether the India Cement Ltd. is either having employee branding or not.

### **Objectives**

1. To examine the working condition of the India Cements Ltd.
2. To know the employees' opinion about the decision taken by the management.
3. To find out communication level of the organization.
4. To identify the stress level of the employees.
5. To find out the employees' opinion about performance appraisal system.
6. To know the turnover rate of the organization.
7. To study employees' opinion about job security.
8. To know the brand equity of the organization in the market.

### **Limitations of the study**

The accuracy of the data is affected by the bias.

### **Research Methodology**

A system of model, procedures and techniques used to find the results of a research problem is called a research methodology.

### **Research Design**

This study adopted Descriptive research which carried out with specific objectives and hence it results in definite conclusions. This research tries to describe the satisfaction of the employees in relation to a particular product or a practice / culture of importance.

### **Source of Data**

#### **Primary Data**

Primary Data are those data which are collected by the investigator himself for the purpose of a specific inquiry and that is original in character. The primary data is collected through questionnaire.

#### **Secondary Data**

Secondary Data which have already been collected by others for some other purposes. The secondary data can be obtained from journals, magazines, websites etc.

#### **Sampling Design**

This study used simple random sampling method. This sample is also known as chance sampling where each and every item in the population has

an equal chance of inclusion in the sample and each one of the possible samples, in case of finite universe, has the same probability of being selected. Here the researcher used structured questionnaire to collect data from the employees.

### **Sampling Size**

The Researcher collected information from hundred eighty six employees for this study.

### **Sampling Unit:**

The Researcher collected samples from the employees those who are working in India cements Ltd. sankari plant.

### **Questionnaire Method:**

Questionnaire is the only medium of communication between the investigator and the customers. It consists of number of questions pertaining to the field of enquiry. It includes both close end and open-end questions.

### **Close-end Questions:**

Close-end Questions are structured questions. Some questions with multiple responses out of which the customers have to select one/more choices and few questions with rating scale with discrete responses or continuous range. And an extreme form of close ended question has only two responses.

### **Open-ended questions:**

The open-ended questions may bring unconventional answers which are not known to the researcher. Because, there is no pre-coded classification of answers to the question. These are unstructured questions.

### **Data Analysis Techniques:**

After data are collected, proper tools and techniques should be used for analysis of data. The study includes percentage analysis and weighted average score.

### **Analysis and Interpretation**

#### **General profile of the employees**

The general profile of the employees plays a vital role in determining branding. The main purpose of the study is how to build employee branding in the organization. Thus the researcher has identified the following general background of the employees.

The study shows that out of 186 employees, 55% of them are coming under the age group of 45-55 and 58% of them are having work experience of 20-30 years in the organization.

### **Employees’ opinion about Job suitability and Qualification**

Nowadays, the challenging job of the organization is to match the right person to right job. Here the researcher needs to find out employee opinion about job suitability and qualification. Qualification is required to the job more effectively and efficiently.

It is highlighted from the Table 2, 96% of the employees are matched with suitable jobs and 4% of the employees are not matched with the suitable jobs

### **Employees’ opinion about good performance and reward**

Recognition and rewards are helpful to the employees to achieve a very difficult or challenging task in the organization within a short period of time. Appreciation or recognition or rewards are linked with performance to motivate the employees while creating employee branding. So the researcher needs to study employees’ opinion about good performance and reward.

The table 3 shows that employees’ opinion about good performance and reward. 35% of them are in neutral position, 23% of them are disagreeing the statement, 19% of them are agreeing the good performance and reward, 18% of them are strongly disagreeing the good performance and reward and 5% of them are strongly agreeing the good performance and reward system adopted in the organization.

### **Employees’ opinion about requirements of the job**

Excellence in the job arise a result of performance of the employee. But excellent performance of the employees are rely on good machineries, tools, lighting facilities, good raw material, immediate grievance solving system etc. used in the organization.

The table 4 depicts that 98% of the employees are satisfied and 2% of them are not satisfied about assistance provided in the organization.

### **Employees’ opinion about working condition**

Employees spend more a great deal of their time in the organization. The working condition – lighting, ventilation, cleanliness, temperature, space etc. are more important to workers to concentrate on work.

From the table 5 highlights that 96% of the employees are very much satisfied about working condition and 4% of the employees are not satisfied about working condition in the organization.

### **Employees’ opinion about stress in the Job**

Impact on liberalization and globalization to overcome the competitors, lots of initiatives are taken by the organization. This will create work pressure and stress in the working environment.

Table 6 reveals that 91% of the employees are not having work pressure and stress in the organization and 9% of them are having pressure and stress in the organization.

### **Employees' opinion about Job interest**

Job interest is associated with so many factors like good working environment, reasonable scale, recognition, promotion, motivation, safety etc.

Table 7 shows that 98% of the employees are very much interested in working here and 2% of them are not interested in continuing their jobs in this organization.

### **Employees' opinion about Management makes wise decision**

Decision making is very important in the business organization. Success and failure of the business rely on decisions taken by the top level mgt. Thus, the researcher needs to know the employees opinion about management decision.

Table 8 describes that 90% of the employees are having good opinion regarding management's decisions and 10% of them are not having good opinion about decisions taken by the management.

### **Employees' opinion about proud to work in this company**

Generally, people are very much interested in work reputed organization. The reason behind that they feel very proud to say we are employees' of particular reputed organization.

Table 9 reveals that 97% of the employees are saying very proud to work in this organization and 3% of them are not saying very proud to work in this organization.

### **Employees' opinion about flexibility in the company**

To balance the work life and personal life is significant to every individual. Thus, researcher needs to find out whether the flexibility is there in the organization or not.

Table 10 shows that 54% of the employees are said that working condition is very much flexible in the company. 37% of them said flexible working condition is there, 6% of them are said very much inflexible working condition is there and 3% of them in neutral.

### **Employees' opinion about communication of goals and strategies of the company**

Whatever the decision taken by the management execution of the decisions is done by the management, execution of the decisions are done by the employees. Thus, the researcher needs to identify the communication of the goods and strategies of the company.

Table 11 explains that 45% of the employees are in neutral position, 23% of them are strongly agreeing the communication of the goals and strategies of the company, 17% of them are agreeing the strategies of the company., 9% of them are disagree the above said statement and 6% of them are strongly disagree the above said statement.

### **Employees' opinion about opportunity to interact with others on a formal level**

Expression of views and thoughts are vital to success of each and every organization. Hence the modern organization focuses on employees' participation management. Thus, the researcher has required finding out whether employees' are having enough opportunity to interact with others on a formal level or not.

Table 12 highlights that Employees' opinion about opportunity to interact with others on a formal level. Out of 186 employees, 66% of the employees are strongly agree the above mentioned statement, 20% of them are agree, 7% of them are in neutral and 5% of them are in strongly disagree.

### **Employees' opinion about job security exist in the company**

The organization should create good atmosphere, which make employees' feel free and motivate them to concentrate in their work. It helps to increase the productivity. Job security enhances the confidence level of the employees. Hence the researcher needs to find out employees opinion about job security in the organization.

Table 13 depicts that employees opinion about job security exist in the organization. 76% of the employees are strongly agree, 21% of them are agree, 2% of the employees are in neutral , 0.5% of them are disagree and 0.5% of them are strongly disagree.

### **Employees' opinion about effective performance appraisal system**

Performance appraisal system plays an inevitable role in the modern organization. Both experience and merit based promotions, incentives are motive the employees' to complete the challenging the tasks. Thus, the researcher needs to know the employees' opinion about performance system.

Table 14 exhibits that employees' opinion about performance appraisal system. 53% of employees are agreed the performance appraisal system adopted in the organization. 40% of them are strongly agreed the performance appraisal system adopted in the organization. 6% of them are in neutral and 2% of them are disagreeing the above mentioned statement.

### **Employees' opinion about good safety measures adopted in the organization**

Safety is essential to work close to dangerous machineries. Hence, the researcher requires to examine the whether organization is providing safety measures or not.

Table 15 enlightens that employees' opinion about good safety measures adopted in the organization. Out of 186, 65% of the employees strongly agree about good safety measures adopted in the organization, 29% of them are said agree, 5% of them are in neutral and 1% of them said disagree.

### **Employees' opinion about Brand equity of the organization in the market**

Brand image is prerequisite for today's business environment. Brand equity creates good image among the general public. So, the researcher needs to know employees' opinion about brand equity of the organization in the market.

Table 16 shows that employees' opinion about brand equity of the organization in the market. 68% of them are strongly agree, 24% of them are agree, 2% of them are in neutral, 5 % of them are disagree and 1% of them are in strongly agree.

### **Employees' opinion about Motivation factors**

Employees are not machines, they are having sense, feelings etc. Motivation is one of the influencing factors to achieve them with charm.

Table 17 shows that employees' opinion about motivation factors. Salary increase occupies first rank with weighted average score of 55.8. Leave get second rank with the weighted average score of 38.33. Third rank occupies by the promotional with the weighted average score of 37.13. Motivation and recognition occupies by fourth and fifth rank respectively.

### **Findings and suggestions**

96% of the employees are matched with suitable jobs.  
35% of the employees are in neutral employees' opinion about good performance and reward.  
98% of the employees are satisfied about requirements to do job well.  
96% of the employees are very much satisfied about working condition.  
91% of the employees are not having working pressure and stress in the organization.  
98% of them are very much interested in working here.  
90% of them are having good opinion regarding management's decisions.  
97% of them employees are saying very proud to work in this organization.  
54% of them are said that working condition is very much flexible in the company.  
45% of them are in neutral regarding communication of goals and strategies of the company.  
66% of them strongly agree about opportunity to interact with others on a formal level.  
76% of the employees strongly agree about job security exist in the company.  
53% of the employees are agreed the performance appraisal system adopted in the organization.  
65% of the employees are strongly agreed about good safety measures adopted in the organization.

68% of the employees are strongly agreed about brand equity of the organization in the market.

Salary increase occupies first rank with weighted average score of 55.8.

From the above findings we can infer that India Cement Ltd. employees are very much comfortable with their management. They feel that there is no work pressure and stress in the organization. Moreover, they are enjoying job security and increment and promotion. But employees are not satisfied about reorganization and reward. Hence, India Cements Ltd. should concentrate in the aspects of motivation like reorganization and rewards etc.

### **Conclusion**

The competitive world teaches a very simple concept which is that every gain is mutual. It is a common belief that if a company takes care of the people it affects, these people would certainly take care of the company. Along with the services, it is the employee brand of a company that it would have to deliver to make the best possible returns.

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