

A STUDY ON THE PERFORMANCE OF EVP DIMENSIONS WITH REFERENCE TO EMPLOYER BRANDING AT BE WELL HOSPITALS CHENNAI

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

SHERLIN JANNET A
Register No.41410290



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

JANUARY - MARCH 2023



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **SHERLIN JANNET A 41410290** who carried out the project entitled "A study on the performance of EVP dimensions with reference to employer branding at Be Well Hospitals Chennai" under my supervision from January 2023 to March 2023.

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Submitted for
on **06.05.2023**

Viva

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Examination

held

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DECLARATION

I **SHERLIN JANNET A (41410290)** hereby declare that the Project Report entitled **“A STUDY ON THE PERFORMANCE OF EVP DIMENSIONS WITH REFERENCE TO EMPLOYER BRANDING AT BE WELL HOSPITALS CHENNAI”** done by me under the guidance of **DR. YAMUNA** is submitted in partial fulfillment of requirements for the award of Master of Business Administration degree.

DATE:06.05.2023

PLACE: CHENNAI

Sherlin jannet
SHERLIN JANNET A

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my sincere thanks to **Dr. G. Bhuvaneswari, Dean - School of Management Studies** and **Dr. A. Palani, Head - School of Management Studies** for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **DR. YAMUNA D** for her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the **School of Management Studies** who were helpful in many ways for the completion of the project.

SHERLIN JANNET A

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To,

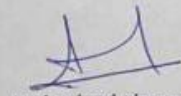
The Head of the Department,
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Chennai-600 119.

Dear Sir/ Madam,

Sub: Project Internship

We are pleased to inform you that **Ms. Sherlin Jannet A (41410290) MBA (HR and Marketing)** has been permitted to undergo internship training in our organisation.

The duration of the internship would be 3 months and starts from 13-01-2023 to 13-04-2023.



Authorized signatory

Be Well Hospitals Pvt Ltd.,



Be Well Hospitals Private Limited



CIN: U85300TN2011PTC081020

Registered & Corporate Office : No.2 (Old Door #5), Vijayaraghava Road, 1st Street, T.Nagar, Chennai - 600 017.

Tel: +91 44 42113010 | www.bewellhospitals.in | ask@bewellhospitals.in

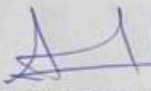
17.04.2023

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms.Sherlin Jannet A** has undergone *Project internship* in the department of **Human Resource** in our organization **from 13.01.2023 to 17.04.2023.**

During the period she has been regular and showed a keen interest in learning.

We wish all success for her future endeavours.


Anand Kumar D
DGM- HR



ABSTRACT

The concept of creating a positive employer brand has proven to be valuable to many businesses including hospitals. Making informed decisions to establish an attractive brand representing the work life of organizations in the healthcare sector is increasingly being acknowledged by top hospitals and healthcare managers. With Asian countries realizing their strength, their workplaces also understand the need to rise to new levels. It is especially tough to establish a balance between work-productivity and favour among employees in the healthcare industry. The nature of the industry calls for huge dedication and the intent to serve. The healthcare management still strategizes to brand the organization as 'the employer of choice'.

This study aims to assess the factors that affect employer branding at Be Well Hospitals Chennai in an attempt to understand the perception of the employees. The main purpose of the study is to understand which employee values or attributes are most preferred by the employees and match it to the fulfillment level of the employees.

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CHAPTER 1 – INTRODUCTION

1.1. INTRODUCTION:

Employer branding is the concept of branding an organization as an attractive workplace. Although the concept involves both Marketing and HR principles it has mostly been adopted to support the Human Resource department to both 'attract prospective employees' and 'retain current employees'. This is done through providing benefits and perks that would appeal to the employees and develop the brand image of the organization among target prospects. By doing so, employers manage to establish an emotional link with their existing and potential employees. Employer branding is inevitable, as in, the brand image of an organization is put to display when the organization gets established. Therefore making intentional efforts to further develop the image or attractiveness of the organization is the smartest choice an employer can make. The healthcare industry being the toughest to create a balanced workplace still has management working to create a purposeful brand, acknowledging the importance of it. A study on the factors affecting the employer branding of an organization can help employers classify the employer branding activities taking place in the institution, while also giving insight on employee perception of the organization as a workplace

1.2. INDUSTRY PROFILE

Hospitals are a major sector of the healthcare industry. The healthcare industry in India has made a rapid progress along the years with an expected growth rate of 19.27% from 2022 to 2030. And so the industry has a critical need to house the best employees, from managers to medical staff which can house the best care needed for the treatment and care of their patients or customers. Industry experts and management personnel have come up with several strategies to attract the best talent. Most of these strategies simply draw attention to the patterns and formulae that exist within the management system.

1.2. COMPANY PROFILE

BE WELL HOSPITAL

Be Well Hospitals is a pioneering network of multispecialty hospitals with focus on Emergency care, Multispecialty care & Preventive care. Be Well Hospitals was founded in the year 2011 with a mission to establish and grow a network of professionally managed, highly ethical secondary care hospitals. Within a short span of time, TEN Be Well multispecialty hospitals have been established that serve semi-urban and rural populations in the state of Tamil Nadu in South India. Be Well is **a chain of "Small Giant" Multispeciality hospitals creating the most innovative healthcare infrastructure for small towns in India**. The Be Well group of hospitals hopes to see more people in India and around the world getting non-compromised, evidence-based healthcare. Working towards this end, Be Well has been setting up hospitals with world-class infrastructure in locations that currently have limited access to healthcare.

Vision

"Accessible and affordable quality healthcare with compassion"

Mission

"To establish a network of private hospitals to deliver quality healthcare"

To establish secondary care hospitals (50 to 75 beds) in all peri urban & district head quarter towns across India and create a bigger network delivering big promises. Be Well will become the first organised private player in this "secondary plus healthcare model", an integrator between primary and tertiary care hospitals.

To speed up the process of ensuring easy access to quality and affordable healthcare, we are also using our expertise and experience to help others in India set up hospitals that meet high quality standards. We support you right from evolving the concept to facilitating everyday operations of your hospital.

1.3. STATEMENT OF THE PROBLEM

The impact of EVP dimensions is very significant in the evolution of the employer branding at Be Well. If we don't mention the dimensions of EVP performance to importance, we cannot strategize employer branding. The proposed study is an attempt to identify the performance employee value attributes and to determine the most preferred dimension among employees.

1.4.OBJECTIVES OF THE STUDY

1.4.1 Primary objective:

- To understand what attributes of employer branding is most preferred by the employees of Be Well hospitals (BeWellians).

1.4.2. Secondary objectives:

- To understand the perception of employees towards Be Well Hospitals as a workplace.
- To identify the performance of Employee value proposition (EVP) dimensions at Be Well Hospitals.

1.4. NEED FOR STUDY

The purpose of this study is to examine the attributes that are important to make an organization's employer brand attractive to employees and to identify areas or sectors in the organization that might need more attention or improvement in regards to employer branding.

1.5. SCOPE & SIGNIFICANCE OF THE STUDY

Employer branding can be found in all organisations whether implemented knowingly or unknowingly. Almost all activities orchestrated by the organisation influence the perception, attraction and retention of employees. Understanding the employer branding practices in an organisation and analysing their impact on employee's perceptions is important for curating better informed employer branding strategies.

CHAPTER 2 - REVIEW OF LITERATURE

2.1. Anas A. Salameh, Attia Aman-Ullah (2022), Does employer branding facilitate the retention of healthcare employees? A mediation moderation study through organisational identification, psychological involvement, and employee loyalty

This study aimed to determine the impacts of employer branding on organisational identification and employee retention among healthcare employees. This study also examined the mediating role of organisational identification and the moderating roles of psychological involvement and employee loyalty. Data was collected from 390 healthcare employees comprising doctors and nurses. The research analysis was conducted via SPSS and Smart-PLS. The findings revealed that employer branding had a significantly positive relationship with organisational identification and employee retention. Further, organisational identification mediated the relationship between employer branding and employee retention. The results also confirmed the moderating roles of psychological involvement and employee loyalty between organisational identification and employee retention. Limitations and implications of the present study are discussed at the end of the paper.

2.2. Balakrishnan.S, R.Saranya (2022), A STUDY ON EMPLOYER BRANDING FOR HOSPITALS WITH REFERENCE TO COIMBATORE

Hospitals are an unavoidable sector in the modern world, which is pushed by technology, and they are the sector that displays the standing of a country on an international level. Every country's ability to deliver high-quality medical care is an indication of its level of progress toward a brighter future. Therefore, "Employer Branding" for hospitals is something that must be done in order to ensure both higher quality services and continued growth in the health care industry. The technique of building a positive employer brand has shown to be valuable for many kinds of businesses, including hospitals. This, in turn, leads to a means for

them to keep their brilliant personnel, which is the fundamental need that any hospital must fulfil in order to achieve a competitive edge.

2.3. Anton Kumar, Udaya Mohan Devadas (2021), Impact of Employee Value Proposition on Employee Retention: A conceptual paper

According to the Labour Demand Survey (2017), conducted by the department of census and statistics, in Sri Lanka, sewing machine operators are the number one employee category that reported the highest percentage of labour turnover. Therefore, the apparel sector organizations must have a mechanism to retain their talented employees. Employer branding has been a strategic reaction towards attracting prospective employees and retaining them within. Employer branding is plausible through 'Employee Value Proposition' (EVP)—a set of values that employees expect in return for their offer of service to a particular organization. Thus, this paper presents a conceptual framework in modeling the EVP and its related context using a targeted literature review on the basic concepts of employer branding, EVP, and other related areas. As a result, the conceptual framework that the researchers developed, provides a basis to conduct further empirical studies to identify relationships among EVP, employee brand equity, and employee's intention to retain with the moderating effect of some demographic factors. This result is appreciable as it paves the way to conduct empirical research aiming at finding solutions to resolve employee turnover issues in the apparel industry in Sri Lanka.

2.4. Asha Binu Raj (2021), Impact of employee value proposition on employees' intention to stay: moderating role of psychological contract and social identity

This paper aims to examine the relationship between employee value proposition (EVP) and employees' intention to stay and analyse how psychological contract and social identity moderate this relationship. The study was conducted in Indian IT sector among a sample of 268 employees using criterion sampling. Data were collected through structured questionnaires which revealed employees' perceptions of EVP, intention to stay, psychological contract and social identity.

The empirical results reveal that employees have greater intention to stay when their organisations deliver an EVP including development value, social value and economic value. Findings indicate that psychological contract positively strengthens the impact of EVP on employees' intention to stay. Also, when employees strongly identify with their organisation's image, they have higher intention to stay in presence of a strong EVP.

2.5. Tiia Jalkanen (2020), EMPLOYER IMAGE IN THE PUBLIC HEALTH CARE SECTOR – HOW TO ATTRACT POTENTIAL EMPLOYEES?

Employees are one of the key resources of an organization, emphasizing the role of employer branding. Health care sector is one of the fields in Finland having lack of employees, such as doctors. Therefore, the public health care sector can gain benefits of branding to attract employees. However, employer branding and employer image in the public sector have hardly been studied, and even less in the public health care sector. This creates a need for examining the external employer branding in the sector. Hence, this thesis aims to study how potential employees perceive the public health care sector as an employer. Also, the purpose of this thesis is to gain knowledge of which attributes potential applicants consider desirable. Furthermore, the thesis aims to study how the employer brand appears.

2.6. Leijerholt, U., O'Sullivan, H. (2019), A brand within a brand

Branding in the public sector is emerging as an interesting area of research, as diverse organisations find themselves using branding principles to promote a consistent, clear brand. However, very little is known how public organisations could, or should, manage their brands. The purpose of this research, therefore, is to explore brand management processes in the public sector, and its implication for brand architecture, from an employee perspective. With a qualitative approach, the study argues that branding is important not only for the organisation, but also for individual departments. Further, unlike branding in the private sector, public organisations may be more concerned with supporting a positive perception and

organisational attractiveness rather than a unique and differentiated brand. This may have implications for brand architecture. By allowing individual departments to manage their brand with support from organisational structures that provide alignment and focus, organisations can form a brand architecture that supports a strong organisational brand and employee brand commitment.

2.7. Bankins, S., Waterhouse, J. (2019), Organizational Identity, Image, and Reputation: Examining the Influence on Perceptions of Employer Attractiveness in Public Sector Organizations

The active management of an organization's image, identity and overall reputation can result in a range of benefits including attracting larger and higher quality job applicant pools, fostering an improved overall impression of the firm in potential employees' minds and retaining and engendering loyalty amongst current employees. How these concepts apply in the public sector remains nascent. This paper reviews the extant literature on identity, image, and reputation and identifies how and why these concepts are salient for exploring current and potential employees' perceptions of the public sector as an employer. A conceptual model is developed through reviewing organizational characteristics of public sector entities and proposing how these may influence employees' image, identity and reputation perceptions of the employer attractiveness of the sector.

2.8. R._Deepa_Rupashree_Baral (2019), Importance-performance analysis as a tool to guide employer branding strategies in the IT-BPM industry

Based on attribute research in marketing, importance-performance analysis (IPA) provides a useful analogy to examine employer branding concepts. The purpose of this paper is to use IPA to evaluate employees' perceptions of important employer value proposition (EVP) attributes and their corresponding psychological contract fulfillment scores. IPA is applied to 40 EVP attributes and their corresponding EVP dimensions – “Economic Value”, “Development Value”, “Social Value”, “Work Value” and “Employer Reputation.” Further, the paper examines the difference between highly engaged and less engaged employees in their relationship to importance and fulfillment of the five EVP dimensions. Data were

drawn from information technology-business process management employees ($n=520$) in India through a questionnaire survey. The IPA matrix was used to plot the importance and fulfillment scores. Independent samples t -test was used to assess the difference between high and low engagement scores.

2.9. Amir_Dabirian_Pierre_Berthon (2019), Enticing the IT crowd: employer branding in the information economy

The purpose of this paper is to develop an instrument to measure employer branding in the information age. Firms increasingly migrate from matter-intensive business models to information-intensive models, where value lies in information rather than the physical objects. This shift has, in turn, led to a change in employee work skills. This is particularly true in the information technology (IT) sector, where firms rely on a limited supply of skilled labor. Employer branding, a firm's reputation as a place to work, is an important strategy to attract and retain employees.

2.10. EU-healthcare.fi (2018), Healthcare expenditure statistics

This article presents key statistics on expenditure and financing aspects of healthcare in the European Union (EU). Healthcare systems are organised and financed in different ways across the EU Member States, but universal access to quality healthcare, at an affordable cost to both individuals and society at large, is widely regarded as a basic need. Moreover, this is one of the common values and principles of EU health systems. Statistics on healthcare expenditure and financing may be used to evaluate how a healthcare system responds to the challenge of universal access to quality healthcare, through measuring financial resources within the healthcare sector and the allocation of these resources between healthcare activities (for example, preventive and curative care) or groups of healthcare providers (for example, hospitals and ambulatory centres). This article forms part of an online publication on Health in the European Union. It should be noted that data are presented in this article for 2020: for the first time therefore, this article includes data that show an impact from the COVID-19 pandemic and its related restrictions. For this reason, particular attention should be paid when

comparing the 2020 data with data from earlier years. Note that the latest data for Malta and Norway are for 2019.

2.11. P. Aruna Devi, Dr. T. Joseph Rex (2017), The Impact of Prudency of Employer Branding Over the Healthcare Organisation

A clear and definite employer brand can suggest important benefits to the health care organisation. It can considerably improve application rates and put the health care organisation in the desirable position of having a pool of talent to choose from. A strong employer brand may provide competitive and sustainable advantages when it comes to attract and retain employees. In tight recruitment markets, where competition for the best talent is fierce, it can also help to keep the health care organisation top of mind, make the health care organisation stand out in a crowded market and provide compelling reasons to join the health care organisation rather than going elsewhere. The health care organisation believes that their ability to attract appropriate employees depends upon their reputation and image as an employer. In the war for talent, it is essential for health care organisation to overtake their rivals and brand their health care organisation as the best place to work.

2.12. Karnica Tanwar, Asha Prasad (2017) Employer brand scale development and validation: a secondorder factor approach

The purpose of this paper is to conceptualise, develop and validate a scale to measure the employer brand from the perspective of existing employees. The methodology entailed the compilation of a literature review and conduction of qualitative interviews to generate items. Five employer brand dimensions have been derived through exploratory factor analysis and further validated through confirmatory factor analysis by using a separate data of 313 employees. Also, the employer brand has been specified as a second-order factor that is determined by five first-order factors.

2.13. P. Aruna Devi, T. Joseph Rex (2017) Employer Branding Impact on Employee Behavior and Attitudes Applied Study on Pharmatecual in Egypt

A clear and definite employer brand can suggest important benefits to the health care organisation. It can considerably improve application rates and put the health care organisation in the desirable position of having a pool of talent to choose from. A strong employer brand may provide competitive and sustainable advantages when it comes to attract and retain employees. In tight recruitment markets, where competition for the best talent is fierce, it can also help to keep the health care organisation top of mind, make the health care organisation stand out in a crowded market and provide compelling reasons to join the health care organisation rather than going elsewhere. The health care organisation believes that their ability to attract appropriate employees depends upon their reputation and image as an employer. In the war for talent, it is essential for health care organisation to overtake their rivals and brand their health care organisation as the best place to work.

2.14. Brexendorf, T. O., Keller, K. L. (2017). Leveraging the corporate brand. European Journal of Marketing

Purpose Most research on branding highlights the role of associations for a single brand. Many firms, however, have multiple brands and/or different versions of one brand. The latter is largely the case for many corporate brands. Our paper aims to broaden the understanding of corporate brand associations and their transfer within the firm's brand and product portfolio. In particular, we examine the concept of corporate brand innovativeness and the influence of brand architecture as supportive and restrictive boundary conditions for its transfer.

Design/methodology/approach This conceptual paper explains the nature, benefits, and challenges of corporate brand innovativeness within the context of a firm's brand architecture. Based on a literature review, the authors provide an overview of the domain and derive avenues for future research.

2.15. Nor Adibah Ahmad, Salina Daud (2016), Engaging People with Employer Branding

The preferences among employees are varied due to the changes in the 21st century's working environment. It is thus important to determine the factors that employees seek in an organization and their intention behavior to quit from their job in order to improve the issues of high attrition that happens in an organization. This research aims to determine the relationship between Employer Branding and Turnover Intention among employees in Malaysia's SME-ICT Industry. A cross sectional study and quantitative research methods were used in the study. Questionnaires were administered to employees in the SME-ICT firms in Selangor and 250 respondents cooperated in this study. Practically, this study adopts the concept employer branding and translates it into the SME environment, in an attempt to improve the organization's performance regarding employee's management. By using Smart Partial Least Square (PLS), the result translates the significant relationship between the development value in employer branding and turnover intention.

2.16. Avinash Pawar (2016), Employee Value Proposition: A Collaborative Methodology for Strengthening Employer Brand Strategy

Employee Value Proposition (EVP) is the equalization of the rewards and benefits that are gotten by employees consequently for their execution at the working environment. Organizations for the most part build up an EVP to give a reliable stage to employer brand communication and experience management. It is a methodology utilized by an organization to make an Employer Value Proposition that would pass on to coveted present and planned employees why the organization is novel, engaging and a phenomenal work environment in. EVP are imparted through organization activities and practices and bring out emotive and discerning benefits for present and planned employees.

2.17. Pauline Drury, (2016) Employer branding: Your not-so-secret weapon in the competition for young workers

The best employers get nearly twice as many job applications compared with other organizations. So when they are recruiting, they can pick and choose from a

bigger talent pool and select the very best applicants. The “baby boomer” generation is retiring from the workforce and later generations are smaller in size. The result of these demographic factors has been to increase fears of labour shortages. Competition for a shrinking talent pool of younger workers means that employers need to focus on the things that make their company attractive to potential applicants.

2.18. Filip Lievens (UGent), Jerel E Slaughter (2016) ANNUAL REVIEW OF ORGANIZATIONAL PSYCHOLOGY AND ORGANIZATIONAL BEHAVIOR

In this article, we review theory and research on employer image and employer branding published since 2001. The review is wide ranging. First, we define employer image and distinguish it from similar constructs such as reputation and identity. We find that the literature has used two conceptualizations of images: an elementalistic perspective (e.g., distinction between symbolic and instrumental organizational attributes) and a holistic perspective (i.e., overall ratings of organizational attractiveness). Second, we discuss the effects of favorable organizational images, including better recruitment outcomes, more differentiation, stronger emotional bonds, and financial returns. Third, we review the antecedents and formation of image with a focus on organizational (e.g., recruiters) and nonorganizational sources [e.g., word of mouth (WOM)]. Fourth, we discuss the theoretical mediating mechanisms responsible for image effects and the moderators of image-outcome relationships. Finally, we address practical implications in the form of employer brand management and provide future research suggestions.

2.19. Hytti, U., Kuoppakangas, P., (2015), Challenges in delivering brand promise

The purpose of this paper is to investigate how healthcare professionals understand a new organisational brand and examine the ideas discussed in relation to it within healthcare organisations. Design/methodology/approach – The research is based on a discursive approach that facilitates understanding how the informants perceived a new organisation brand and how that might shape their

activities in the enterprise. Findings – The study identified four distinct interpretative repertoires: the organisational brand as an economic solution, the magic wand, the factory and a servant to the customer. Consequently, it demonstrates how ideas about the brand and public healthcare are translated and communicated in the examined discourses and how those ideas reconstruct understanding and change behaviour within the organisations.

2.20. Pierre Berthon, Michael Ewing (2015), Captivating company: dimensions of attractiveness in employer branding, International Journal of Advertising: The Review of Marketing Communications

Until fairly recently, customers were seen to be only those external to the organisation. Indeed, many managers would argue that externally oriented marketing is difficult enough without introducing the notion of 'internal customers' (Ewing & Caruana 1999). The internal marketing concept argues that the organisation's personnel are the first market of any company (George & Gronroos 1989; George 1990), the rationale being that employees are internal customers and jobs are internal products. Job products must attract, develop and motivate employees, thereby satisfying the needs and wants of these internal customers, while addressing the overall objectives of the organisation (Berry & Parasuraman 1991). In fact, Kotler (1994) defines internal marketing as 'the task of successfully hiring, training and motivating able employees to serve the customer well'. The present study is concerned primarily with the successful 'hiring of employees' in Kotler's (1994) definition. It examines how astute employers can embrace the principles and practices associated with external brand management and marketing communication, internally.

2.21. Avinash Pawar (2015), Employee Value Proposition Leading to Employer Brand: The Indian Organizations Outlook

An Employee Value Proposition (EVP) is the one of a kind arrangement of benefits an employee gets consequently for the skills, capabilities and experience they convey to an organization. An EVP is about characterizing the substance of your

organization and how it is special and what it remains for. Employer brand is a mind boggling and particular mix of promises, opportunities and experience of present and potential employees of the organization that makes a high draw for that employer to attract, connect with and retain talent in a focused talent land scope. This incorporates immediate and circuitous experiences of managing the firm. The employer brand constructs a picture affirming the organization as a decent work environment.

**2.22. Rampl, L. V. (2014), How to become an employer of choice:
Transforming employer brand associations into employer first-choice
brands**

Being a first-choice brand is a valuable asset for an organisation, both for remaining competitive and for attracting potential employees. Despite the considerable research available on linking brand associations to employer brand attractiveness, research on how to become an employer of choice is limited. This article addresses the research gap by investigating employer brand associations that predict status as an employer first-choice brand (FCBe), and by determining how these associations are transferred into preference.

2.23. Mukesh Biswas, Damodar Suar (2013), Which Employees' Values Matter Most in the Creation of Employer Branding?

The study explores if there are any statistically significant employees' values that affects the employer branding, and if any, which affects the most. Based on the grounded theory, this study critically assesses multiple cases of employees' values of branding process in a manufacturing company. The five aspects of personal values of employees were surveyed on a sample of 413 employees, of which 244 were current employees of the surveyed company and 169 were potential employees that applied to the company. Results revealed that employees' social, interest, developmental and economic values, in order of priority, are affecting the employer brand.

2.24. Alniaçik, E. & Alniaçik, Ü. (2012), Identifying dimensions of attractiveness in employer branding

Attracting and retaining talented human capital become one of the very sources of competitive advantage. In order to attract better employees, firms recently started using branding principles and practices in the area of human resources management. The application of branding principles to HRM has been termed as employer branding. Firms appear to be expending considerable resources on employer branding campaigns, indicating that they find value in the practice. Consequently, the concept of employer branding has become a prominent topic in the HRM field. This study attempts to identify the dimensions of attractiveness in employer branding, to examine their perceived importance levels and to contrast perceptual differences (if any) regarding the age, gender and current employment status of the respondents.

2.25. Esra Alınoç, Ümit Alınoç (2012), Identifying Dimensions of Attractiveness in Employer Branding: Effects of Age, Gender, and Current Employment Status

Attracting and retaining talented human capital become one of the very sources of competitive advantage. In order to attract better employees, firms recently started using branding principles and practices in the area of human resources management. The application of branding principles to HRM has been termed as employer branding. Firms appear to be expending considerable resources on employer branding campaigns, indicating that they find value in the practice. Consequently, the concept of employer branding has become a prominent topic in the HRM field. This study attempts to identify the dimensions of attractiveness in employer branding, to examine their perceived importance levels and to contrast perceptual differences (if any) regarding the age, gender and current employment status of the respondents..

2.26. V. Uma, R. Mary Metilda (2012) Employer Branding – An Empirical Study

This study explore on the “Employer Branding” which denotes the image of the employer as perceived by the internal employees (which generally is denoted by researchers as Internal Employee Image) and covers the opinion on the employer brand components namely compensation and benefits, work environment, product/company brand strength, work-life balance and company culture and environment. The sample of 50 collected from a Water pump manufacturing industry at Coimbatore, Tamilnadu. The study revealed that the mean scores for the individual dimensions of the employer brand were confirming a moderate compatibility in the employee expectations of the employer and the actual employment offer. Hence, further research can be conducted to specify the components of employer branding and its implications, to bring the organization in the rating of best employer choice.

2.27. Hillebrandt, I., Ivens, B. S. (2011). Employer branding and dimensions of employer brands.

The present research proposes an approach to establish a reliable, valid, and generalisable scale for the measurement of employer brand dimensions. To overcome limitations of previous research, the scale items are derived from an extensive, interdisciplinary literature review in addition to in-depth interviews with both employees and employers. The survey participants (n=223) are employees of German companies. Exploratory factor analysis is used to establish the dimensionality of employer brands. The dimensionality exploration provides the ground work for future research. For management, the results help design efficient employer value propositions that ensure the businesses' success in the war to hire and retain the right talents.

2.28. Ralf Wilden, Siggi Siegfried Gudergan (2010), Employer branding: Strategic implications for staff recruitment. Journal of Marketing Management

In many developed economies, changing demographics and economic conditions have given rise to increasingly competitive labour markets, where competition for good employees is strong. Consequently, strategic investments in attracting suitably qualified and skilled employees are recommended. One such strategy is employer branding. Employer branding in the context of recruitment is the package of psychological, economic, and functional benefits that potential employees associate with employment with a particular company. Knowledge of these perceptions can help organisations to create an attractive and competitive employer brand. Utilising information economics and signalling theory, we examine the nature and consequences of employer branding. Depth interviews reveal that job seekers evaluate: the attractiveness of employers based on any previous direct work experiences with the employer or in the sector; the clarity, credibility, and consistency of the potential employers' brand signals; perceptions of the employers' brand investments; and perceptions of the employers' product or service brand portfolio.

2.29. Srivastava, P., Bhatnagar, J (2010), Employer brand for talent acquisition: An exploration towards its measurement vision

This paper addresses the concerns associated with talent acquisition and how employer brand can overcome some of them. Based on the literature review and supported with the first stage sequential mixed method exploratory research, the paper summarises and aggregates the results of a pilot study conducted on a section of prospective employees of India. The study contributes to the sparse academic and empirical work on employer branding. The empirical results are initial steps towards the development of a scale for measuring employer brand in a later stage. The current study will further facilitate development of the unique employee value proposition based on the person-need fit of talent. The research is based in an Indian setting which makes it all the more relevant in current economic scenario. The paper concludes with theoretical and practical implications followed by directions for the future research.

2.30. Heilmann, P. A. K. (2010). Employer brand image in a health care organization

The purpose of this paper is to provide an overview concerning employer brand image in a Finnish hospital organization. What is done for recruitment marketing? This study offers some proposals for improving the recruitment process. The research is a qualitative case study and the research method used is a group interview. The research questions are approached from an organizational perspective. Background information about the current labour shortage in health care is gathered from the focus hospital organization, from the public media and from the health care trade organizations. Very few marketing actions concerning employer image have been done in the focus hospital. There also existed a lack of appropriate recruitment tools and competence. Data systems and the internet have not been fully exploited in the recruitment process. Vacancies are not announced in educational institutes. Career development possibilities are not presented in job advertisements and job rotation has not been used in recruitment. This paper provides useful information for health care managers and researchers

concerning the role of employer image in recruiting and the importance of a well-organized recruitment process.

2.31. Upasna A Agarwal, Shivganesh Bhargava (2009), Exploring psychological contract contents in India: The employee and employer perspective

Purpose This paper aims to examine psychological contract contents, as perceived by two parties of the employment relationship, the employee and the employer. **Design/methodology/approach** The study is conducted in two phases. Study 1 employs critical incidence technique (CIT) to elicit from individuals their perceptions regarding organization obligations. Study 2 is designed to corroborate the findings of the first study through a survey of 401 employees and 66 employer representatives (functional heads). **Findings** The results of the two studies are consonant with existing literature; nevertheless the role of culture on psychological contract contents is visible. The study reveals variation in employee and employer perspective regarding organizational obligations. **Practical implications** In India, recruiters need to go far beyond the discussions on compensation and focus on building relational aspects of job such as the job content avenues for career growth as well as creating a supportive work culture. **Originality/value** The study contributes to existing literature by examining content of psychological contract, a relatively neglected area of research in a fast growing Asian economy, India.

2.32. Lara Moroco, Mark D. Uncles (2008), Characteristics of successful employer brands

Based on the analysis of data gathered from industry experts, a typology of the characteristics of successful employer brands is presented. Depth interviews were carried out with senior industry participants from the fields of internal marketing, human resources, communications, branding and recruitment. Transcripts were analysed using formal interpretive procedures. Member checking was undertaken to confirm interpretations. Analysis of the transcripts shows there are two key dimensions of success for an employer brand: attractiveness and accuracy. As with customer-centric brands, attractiveness is underpinned by awareness,

differentiation and relevance. For employer brands, however, the accuracy with which the employer brand is portrayed is also critical to success.

2.33. Delfgaauw, J. & Dur, R. (2008). Incentives and workers' motivation in the public sector*

Civil servants have a bad reputation of being lazy. However, citizens' personal experiences with civil servants appear to be significantly better. We develop a model of an economy in which workers differ in laziness and in public service motivation, and characterise optimal incentive contracts for public sector workers under different informational assumptions. When civil servants' effort is unverifiable, lazy workers find working in the public sector highly attractive and may crowd out workers with a public service motivation. When effort is verifiable, the government optimally attracts motivated workers as well as the economy's laziest workers by offering separating contracts, which are both distorted. Even though contract distortions reduce aggregate welfare, a majority of society may be better off as public goods come at a lower cost.

2.34. Chapleo,C. (2008). External perceptions of successful university brands. International Journal of Educational Advancement

Branding in universities has become an increasingly topical issue, with some institutions committing substantial financial resources to branding activities. The particular characteristics of the sector present challenges for those seeking to build brands, and it therefore seems to be timely and appropriate to investigate the common approaches of those institutions perceived as having successful brands. This study is exploratory in nature, seeking to investigate how successfully UK universities brand themselves, whether they are distinct and whether the sector overall communicates effectively. This is approached through examining the perspective of opinion-formers external to universities but closely involved with the sector – a key stakeholder group in UK higher education (HE). Overall, the research's exploratory nature aims to further the debate on effective branding in UK HE.

2.35. Richard W. Mosley (2007), Customer experience, organisational culture and the employer brand

It has been little more than a decade since this journal published the first recorded paper on the employer brand concept, first originated by Simon Barrow and first researched in partnership with Tim Ambler of the London Business School. In light of the subsequent evolution in employer brand management practice, the aim of this paper is to present a re-appraisal of the concept in terms of its potential contribution to brand-led culture change and customer experience management.

2.36. Deutskens, E., de Ruyter, K. (2006), An assessment of equivalence between online and mail surveys in service research

This article examines whether online and mail surveys produce convergent results, which would allow them to be used in mixed-mode service quality studies. In the context of a large business-to-business service quality assessment, an analysis of the accuracy and completeness of respondent answers to both open and closed questions suggests that online and mail surveys produce equivalent results. Composite reliability shows consistently high levels for both groups, and the means and variance-covariance matrices are equal across modes. However minor differences occur between the two survey methods; online respondents provide more improvement suggestions, indicate more often to which competitor they want to switch, and provide lengthier answers in response to requests for examples of positive experiences with the company. This research provides important findings regarding the process for, and results of, comparing two survey modes.

2.37. Hood, D., Henderson, K. (2005). Branding in the United Kingdom public library service. New Library World

To provide an overview of branding activity in the UK public library service. Design/methodology/approach – A review of branding literature was undertaken. The primary research was conducted over a four-week period and consisted of a questionnaire survey distributed to heads of services in order to gain data

regarding branding of the service. Findings – The research indicated that heads of service do give consideration to branding in their marketing plans. Branding properly planned and developed may be one way in which the public library service can raise its image and allow employees to take ownership of the service. Research limitations/implications – Owing to the time element involved in the gathering of data responses were not as high as previously anticipated. Practical implications – A good insight into the application of branding in the UK public library sector which would interest practitioners and academics alike. Originality/value – Contributes to the domain of knowledge which is weak in the area of branding in libraries.

2.38. Chun, R. (2005). Corporate reputation: Meaning and measurement. International Journal of Management Reviews

Corporate reputation has attracted interest from a wide range of academic disciplines. It is also a growing focus for business and media attention. This paper examines the construct of corporate reputation, first by untangling the terminological problems that have been caused by the interdisciplinary nature of much of the earlier work in the area. The construct of reputation and the allied constructs of image and identity are each reviewed. A structure is proposed in which the three constructs can be seen as labelling different but allied concepts. I then move on to consider how reputation has been measured. The paper uncovers considerable confusion in the use of what might appear to be basic terms and links this to a subsequent lack of grounded measurement tools in the sector, until relatively recently.

2.39. Berthon, P., Ewing, M. (2005). Captivating company: dimensions of attractiveness in employer branding

The internal marketing concept specifies that an organisation's employees are its first market. Themes such as 'internal advertising' and 'internal branding' have recently entered the marketing lexicon. One component of internal marketing that is still underdeveloped is 'employer branding' and specifically 'employer attractiveness'. Employer attractiveness is defined as the envisioned benefits that

a potential employee sees in working for a specific organisation. It constitutes an important concept in knowledge-intensive contexts where attracting employees with superior skills and knowledge comprises a primary source of competitive advantage. In this paper, we identify and operationalise the components of employer attractiveness from the perspective of potential employees. Specifically, we develop a scale for the measurement of employer attractiveness. Implications of the research are discussed, limitations noted and future research directions suggested.

2.40. Kristin Backhaus, Surinder Tikoo (2004), Conceptualizing and researching employer branding

Employer branding represents a firm's efforts to promote, both within and outside the firm, a clear view of what makes it different and desirable as an employer. In recent years employer branding has gained popularity among practicing managers. Given this managerial interest, this article presents a framework to initiate the scholarly study of employer branding. Combining a resource-based view with brand equity theory, a framework is used to develop testable propositions. The article discusses the relationship between employer branding and organizational career management. Finally, it outlines research issues that need to be addressed to develop employer branding as a useful organizing framework for strategic human resource management.

2.41. Lievens, F., Highhouse, S. (2003). The relation of instrumental and symbolic attributes to a company's attractiveness as an employer.

This study adds a new marketing-based angle to the study of the attractiveness of organizations in the early stages of the recruitment process. Drawing on the instrumental-symbolic framework from the marketing literature, we expected that the meanings (in terms of inferred traits) that prospective applicants associate with employing organizations would play an important role in applicants' attractiveness to these organizations. Two groups of prospective applicants (275 final-year students and 124 bank employees) were drawn from the applicant population targeted by the bank industry. These applicants were asked to rate a randomly

assigned bank in terms of job/organizational factors and to ascribe traits to this bank. In both samples, trait inferences about organizations accounted for incremental variance over job and organizational attributes in predicting an organization's perceived attractiveness as an employer. Moreover, it was easier to differentiate among organizations on the basis of trait inferences versus traditional job and organizational attributes. Practical implications for image audit and image management are discussed.

2.42. Cable, D. M., Turban, D. B. (2003), The value of organizational reputation in the recruitment context: A brand-equity perspective. Journal of Applied Social Psychology

We extend the recruitment literature by examining how and why firms' reputations affect job seekers, and by expanding the outcome variables that can be used to judge recruitment success. Results from 339 individuals suggested that job seekers' reputation perceptions affected job pursuit because (a) individuals use reputation as a signal about job attributes, and (b) reputation affects the pride that individuals expect from organizational membership. Moreover, individuals were willing to pay a premium in the form of lower wages to join firms with positive reputations, and individuals' familiarity with organizations affected the amount of information they could recall about a recruitment job posting after 1 week. Finally, the results suggested that reputation advertising did not affect job seekers' reputation perceptions, suggesting that past research on fictitious companies may not generalize to actual organizations.

2.43. Äijälä, K. (2001). Public sector – an employer of choice? Report on the Competitive Public Employer project. OECD Public Management Service

The quality of human resources of every nation greatly determines its development. Therefore, a well-functioning recruitment and selection system can screen and identify candidates with the skills, qualifications and professional competence to effectively perform public and civil servant tasks. Given this context, this study examines the role of recruitment and selection practices in public service delivery focusing on the perspectives of the Public Service

Commission (PSC). The following objectives were established; to examine the recruitment and selection practices and structures, to assess the effect of recruitment and selection on public service delivery, to investigate public recruitment and selection strategies and to assess the challenges affecting effective public recruitment practices at PSC. In order to assess the effectiveness of different recruitment and selection practices of civil and public servants, an exploratory case study design was used whereby qualitative data was collected using interviews and questionnaires to provide an insight and identify the extent to which the Public Service Commission applies recruitment and selection practices. The study used a simple random sampling technique and the sample size of this research was 40. The findings revealed that the more effectively MDAs recruit and select candidates, the more likely they are to hire and retain satisfied employees.

2.44. John M.T. Balmer (2001), Corporate identity, corporate branding and corporate marketing

Outlines 15 explanations for the fog which has enveloped the nascent domains of corporate identity and corporate marketing. However, the fog surrounding the area has a silver lining. This is because the fog has, unwittingly, led to the emergence of rich disciplinary, philosophical as well as "national", schools of thought. In their composite, these approaches have the potential to form the foundations of a new approach to management which might be termed "corporate marketing". In addition to articulating the author's understanding of the attributes regarding a business identity (the umbrella label used to cover corporate identity, organisational identification and visual identity) the author outlines the characteristics of corporate marketing and introduces a new corporate marketing mix based on the mnemonic "HEADS"[2].

2.45. De Chernatony, L. (1999), Brand management through narrowing the gap between brand identity and brand reputation

Corporate branding necessitates a different management approach. It requires greater emphasis on factors internal to the organisation, paying greater attention to the role of employees in the brand building process. This paper explores the

implications of corporate branding for the management of internal brand resources. We describe a model for managing brands through narrowing the gap between a brand's identity and its reputation and, building on this, identify three key factors that affect brand perceptions and brand performance. Finally, we review some of the mechanisms that may be used to facilitate greater congruence of brand perceptions within the brand team and communication of a brand's identity to employees.

2.46. Jørgensen, T. B., Hansen, H. F. (1998). Public Organizations, Multiple Constituencies, And Governance

Public organizations vary considerably. Yet little attention has been paid to the systematic analysis of this diversity. Drawing on case studies of four public organizations and a survey on all central government organizations in Denmark, variations in tasks, environments, constituencies, and central governance are conceptualized. Public organization tasks can be analysed at three levels ranging from user-oriented outputs, general outputs which can further be divided into policy goals, scope of profile, standard setting and capital accumulation, to the normative base of the public sector. Public organizations vary with regard to the emphasis put on level of output and on how the different aspects of the tasks are interrelated. Variations in constituencies and exchange cycles with the environment are further related to different task profiles. Finally, it is shown that central oversight organizations compete with other actors in the public organizations' environment in the governance of public organizations. From an organizational point of view 'the state' appears to have a humble and remote position.

2.47. Tim Ambler, Simon Barrow (1996), Ambler and Barrow The employer brand

This paper tests the application of brand management techniques to human resource management (HR). The context is set by defining the 'Employer Brand' concept and reviewing current HR concerns. Pilot qualitative research is reported with top executives of 27 UK companies, who were asked to reflect on their HR

practices and the relevance of branding. This exploratory research indicates that marketing can indeed be applied to the employment situation. Bringing these functionally separate roles closer together would bring mutual benefit and lead to comparable performance measures, eg, trust and commitment. Strong corporate equity with the brand's customers can improve the return on HR, while at the same time improved HR can improve the return on brand equity from external customers. Formal, larger scale research would be required to substantiate the reciprocal benefits from a closer alignment of HR and marketing practices.

2.48. Cable, D. M., Judge, T. A. (1996), Person-organization fit, job choice decisions, and organizational entry

To investigate job seekers' and new employees' subjective person–organization (P-O) fit perceptions, we studied 96 active job seekers across three time periods, from their initial job search activity to their intended turnover from the jobs they accepted. Hypotheses were motivated by P-O fit, job choice, and organizational entry research and centered around two questions: What are the determinants of job seekers' and new employees' P-O fit perceptions, and how important are P-O fit perceptions in job choice decisions and work attitudes relative to job attributes? Results indicated that job seekers' P-O fit perceptions are predicted by the congruence between their values and their perceptions of recruiting organizations' values but not by their demographic similarity with organizational representatives. Results also suggested that P-O fit perceptions predict both job choice intentions and work attitudes, even after controlling for the attractiveness of job attributes. Finally, results suggested that job seekers can manage their future work attitudes by weighing P-O fit in their job choice decisions.

2.49. Keller, K. L. (1993), Conceptualizing, measuring, and managing customer-based brand equity

The author presents a conceptual model of brand equity from the perspective of the individual consumer. Customer-based brand equity is defined as the differential effect of brand knowledge on consumer response to the marketing of the brand. A brand is said to have positive (negative) customer-based brand equity

when consumers react more (less) favorably to an element of the marketing mix for the brand than they do to the same marketing mix element when it is attributed to a fictitiously named or unnamed version of the product or service. Brand knowledge is conceptualized according to an associative network memory model in terms of two components, brand awareness and brand image (i.e., a set of brand associations). Customer-based brand equity occurs when the consumer is familiar with the brand and holds some favorable, strong, and unique brand associations in memory. Issues in building, measuring, and managing customer-based brand equity are discussed, as well as areas for future research.

2.50. Sheikh, K., Mattingly, S. (1981), Investigating non-response bias in mail surveys

Losses in follow-up that are biased with respect to outcome invalidate the results. There are many ways of dealing with non-response in follow-up studies. Three separate methods were used to investigate a potential bias in a mail survey of 2471 disabled people. At a response rate of 84%, the non-respondents were significantly different from the respondents with respect to the outcome, return to work and vocational training. The success rate in terms of the outcome was negatively related to the number of reminders. Significant differences were found in response rates according to age, social class, impairments, previous employment record, and completion of rehabilitation courses. There is no safe level of response rates below 100%. However small the non-response, a possible bias as a result of it must be investigated.

CHAPTER 3 – RESEARCH METHODOLOGY

3.1. METHODOLOGY:

Research methodology can be defined as a systematic process to either gain or develop knowledge on a particular subject or solve a specific research problem that concerns an individual or a group or validate certain theories. It is a conceptual framework that involves various methods that help gather and collect data and analyze them to arrive at an expected, or sometimes, unexpected conclusion. In this study the research methodology is framed for the purpose of analyzing the consumer awareness of curly hair products' customers.

3.2. RESEARCH DESIGN:

Descriptive Research Design

Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study

3.3. SAMPLING TECHNIQUE:

Convenience sampling method

A convenience sample is one of the main types of non-probability sampling methods. A convenience sample is made up of people who are easy to reach.

3.4. SOURCES OF DATA:

Data collection is the term used to describe a process of preparing and collecting data.

- Primary Data – Questionnaire given to 300 respondents
- Secondary Data - Websites and online journals, Published reports & Review of literature from published articles

3.5. STRUCTURE OF QUESTIONNAIRE:

Questionnaire was divided into two sections. First part was designed to know the general information about customers and the second part contained the **respondent's perception of the factors affecting employer branding at Be Well Hospitals.**

= Basic Introduction

= Personal Details

= Perception Questions

= Likert Scaling Questions

3.6. SAMPLE SIZE: 160

3.7. PERIOD OF STUDY: 90 days

3.8. LOCATION & TARGETED PEOPLE OF STUDY: Employees of Be Well Hospitals, Chennai

3.9. HYPOTHESIS:

- The significance of location of workplace on employer branding performance
- The significance of job designation on employer branding performance.

3.10. TOOLS FOR ANALYSIS:

3.10.1. Percentage analysis

Research questions are always answered with a descriptive statistic: generally either percentage or mean. Percentage is appropriate when it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses have discrete categories.

3.10.2. Importance – performance analysis

Gridline : Overall Mean for Importance	QUADRANT I Concentrate Here High Importance Low Satisfaction	QUADRANT II Keep up the good work High Importance High Satisfaction
	QUADRANT III Low Priority Low Importance Low Satisfaction	QUADRANT IV Possible Overkill Low Importance High Satisfaction

Importance-performance analysis is a widely accepted method to measure service quality. It is a simple analysis tool that uses the IPA matrix and simple scatter plot graph to identify the status of the considered attributes. In this study, the IPA matrix works as a tool to plot the perception of importance towards EVP dimensions with its psychological fulfillment scores

3.10.3. HYPOTHESIS ANALYTICAL TOOLS

For testing the hypothesis, SPSS software was used to perform Chi-square analysis and ANOVA Test.

Chi-square:

A chi-square test is a statistical analysis test used to determine whether there is significance difference between two or more variables. In this study, the chi-square test is used to assess the correlation between location of workplace of employee and their perception of employer branding at Be Well Hospitals.

ANOVA:

Analysis of Variance (ANOVA) is a statistical method used to analyse the differences among group means of the observed variables. It is used for comparing or testing three or more variables or factors for statistical significance. In this study, the ANOVA is used to test the influence of job designation of employee on the factors of employer branding most preferred by them.

CHAPTER 4 – DATA ANALYSIS AND INTERPRETATION

4.1. PERCENTAGE ANALYSIS

MODEL

Table 4.1.1: The demographic distribution of age

		Age:			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	59	36.9	36.9	36.9
	26-30	39	24.4	24.4	61.3
	31-40	41	25.6	25.6	86.9
	41-50	16	10.0	10.0	96.9
	51-60	5	3.1	3.1	100.0
	Total	160	100.0	100.0	

Source: Primary data

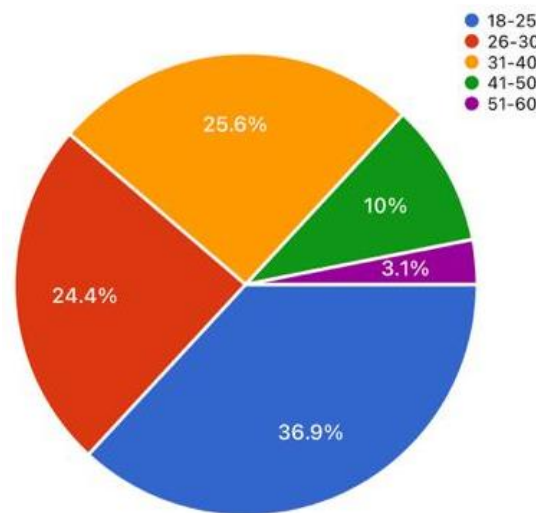


Chart 4.1.1: Demographic distribution of age

Interpretation

The study found that the distribution of respondents across different age groups was as follows: 36.9% of respondents were between the ages of 18-25, 24.4%

were aged 26-30, 25.6% were aged 31-40, 10% were aged 41-50, and the smallest proportion 3.1% of respondents fell within the 51-60 age group.

Inference

Majority (36.9%) of the respondents are of the age group 18-25.

Table 4.1.2: The demographic distribution of gender

		Gender:			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	104	65.0	65.0	65.0
	Male	56	35.0	35.0	100.0
	Total	160	100.0	100.0	

Source: Primary data

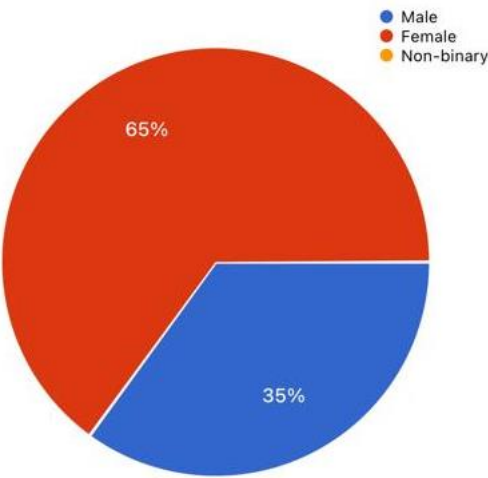


Chart 4.1.2: Demographic distribution of gender

Interpretation

The study's findings revealed that among the respondents, the majority (65%) identified as female, while 32% identified as male. Notably, there were no respondents who identified as non-binary.

Inference

Majority (65%) of the respondents are females.

Table 4.1.3: Worksite location of the respondents

		Location of workplace:			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ambattur	51	31.9	31.9	31.9
	Anna nagar	36	22.5	22.5	54.4
	Kilpauk	26	16.3	16.3	70.6
	Poonamallee	23	14.4	14.4	85.0
	T Nagar	24	15.0	15.0	100.0
	Total	160	100.0	100.0	

Source: Primary data

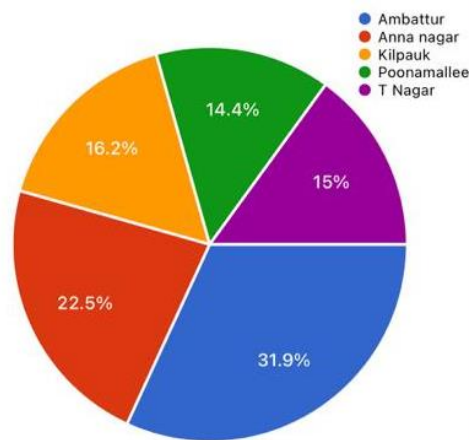


Chart 4.1.3: Worksite location of the respondents

Interpretation

The study's findings revealed that the highest proportion of respondents (31.9%) worked in Ambattur, followed by 22.5% in Anna Nagar, 16.2% in Kilpauk, 15% in Poonamallee, and 14.4% in T Nagar. The study thus provides insights into the geographical distribution of workplaces among the respondents.

Inference

Majority (31.9%) of the respondents were from Ambattur.

Table 4.1.4: Designation of the respondents

		Designation:			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ACCOUNTING	16	10.0	10.0	10.0
	DIGITAL MARKETING	10	6.3	6.3	16.3
	DOCTOR	13	8.1	8.1	24.4
	HEALTHCARE SERVICES	7	4.4	4.4	28.7
	HOUSE KEEPING	10	6.3	6.3	35.0
	HR EXECUTIVE	3	1.9	1.9	36.9
	IT	7	4.4	4.4	41.3
	MARKETING	6	3.8	3.8	45.0
	NURSING	47	29.4	29.4	74.4
	OPERATIONS	24	15.0	15.0	89.4
	PHARMACIST	4	2.5	2.5	91.9
	TECHNICIAN	13	8.1	8.1	100.0
	Total	160	100.0	100.0	

Source: Primary data



Chart 4.1.4: Designation of the respondents

Interpretation

Based on the study's findings, the respondents represented a range of occupational roles, with the largest proportion (29.4%) working in nursing. Other prominent roles included operations (15%), accounting (10%), doctor and technician (8.1%), digital marketing and housekeeping (6.3%), healthcare services and IT (4.4%), marketing (3.8%), pharmacists (2.5%), and HR executives (1.9%).

Inference

Majority (29.4%) of the respondents held their employment status as Nursing.

Table 4.1.5: Years of work experience of respondents in Be Well hospitals

How many years have you been working at Be Well hospitals?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-2 years	45	28.1	28.1	28.1
	3-4 years	58	36.3	36.3	64.4
	5-6 years	31	19.4	19.4	83.8
	Less than one year	26	16.3	16.3	100.0
	Total	160	100.0	100.0	

Source: Primary data

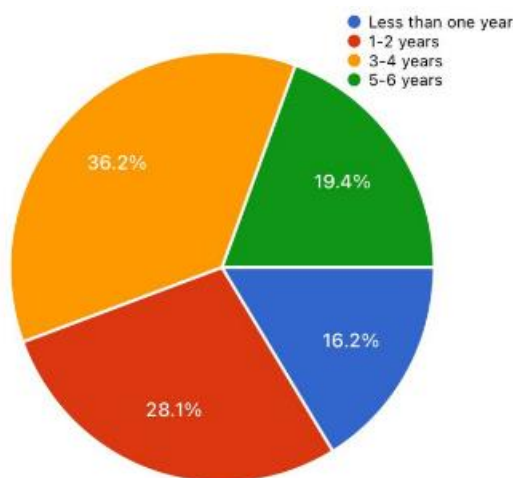


Chart 4.1.5: Years of work experience of respondents in Be Well hospitals

Interpretation

The study's results indicated that among the respondents who worked at Be Well Hospitals, the majority (36.2%) had been employed there for 3-4 years, while 28.1% had a tenure of 1-2 years. About 19.4% of the respondents had worked there for 5-6 years, and 16.2% had a tenure of less than one year.

Inference

Majority (36.2%) of the respondents worked for 3-4 years in Be Well hospitals.

Table 4.1.6: Respondents importance level regarding promotions and raises

1. Promotions and raises are important to me.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	84	52.5	52.5	52.5
	Disagree	4	2.5	2.5	55.0
	Neutral	51	31.9	31.9	86.9
	Strongly agree	20	12.5	12.5	99.4
	Strongly disagree	1	.6	.6	100.0
	Total	160	100.0	100.0	

Source: Primary data

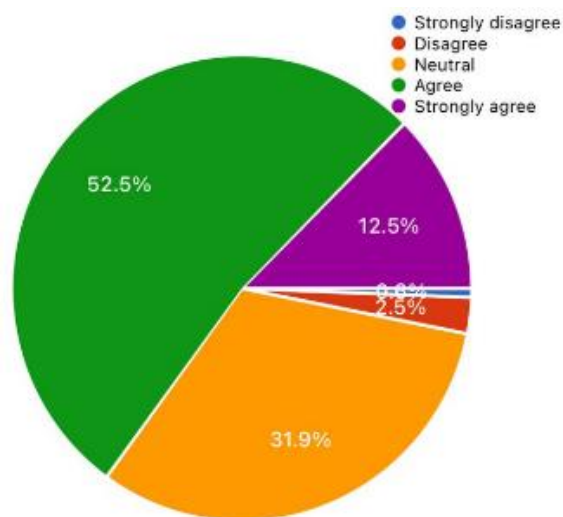


Chart 4.1.6: Respondents importance level regarding promotions and raises

Interpretation

According to the study's findings, 52.5% of respondents agreed that promotions and raises are important, while 31.9% remained neutral. Furthermore, 12.5% strongly agreed with the statement, 2.5% disagreed, and only 0.6% strongly disagreed.

Inference

Majority (52.5%) of the respondents agreed that promotions and raises are important.

Table 4.1.7: Respondents fulfillment with promotions and raises at Be Well Hospitals

2. I am satisfied with promotions and raises at Be Well Hospitals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	53	33.1	33.1	33.1
	Disagree	28	17.5	17.5	50.6
	Neutral	38	23.8	23.8	74.4
	Strongly agree	38	23.8	23.8	98.1
	Strongly disagree	3	1.9	1.9	100.0
	Total	160	100.0	100.0	

Source: Primary data

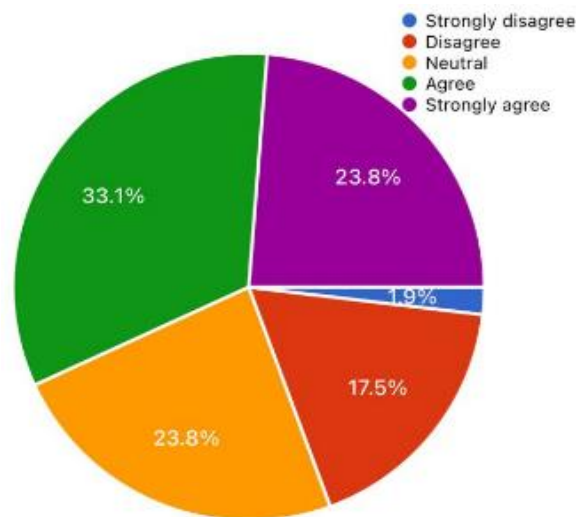


Chart 4.1.7: Respondents fulfillment with promotions and raises at Be Well Hospitals

Interpretation

Based on the study's findings, 33.1% of respondents at Be Well Hospitals expressed agreement with their fulfillment level regarding promotions and raises. Meanwhile, 23.8% of respondents remained neutral, including those who neither agreed nor disagreed, as well as those who strongly agreed. Additionally, 17.5% of respondents disagreed, and 1.9% strongly disagreed.

Inference

Majority (33.1%) of the respondents agreed that they were satisfied with promotions and raises at Be Well hospitals.

Table 4.1.8: Respondents emphasis on Healthcare and Retirement benefits

3. Healthcare and Retirement benefits are important to me.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	87	54.4	54.4	54.4
	Disagree	10	6.3	6.3	60.6
	Neutral	35	21.9	21.9	82.5
	Strongly agree	26	16.3	16.3	98.8
	Strongly disagree	2	1.3	1.3	100.0
	Total	160	100.0	100.0	

Source: Primary data

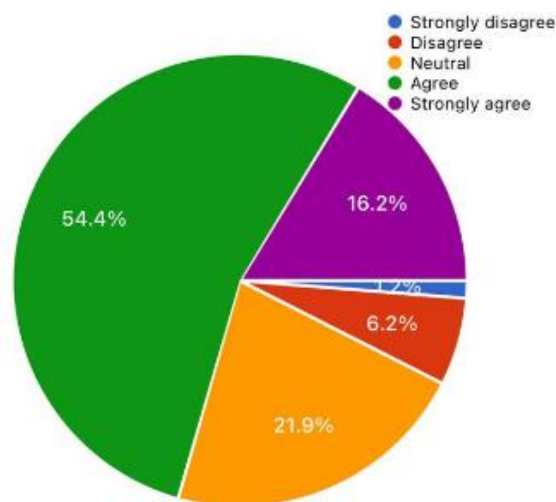


Chart 4.1.8: Respondents emphasis on Healthcare and Retirement benefits

Interpretation

In accordance with the study's results on the significance of healthcare and retirement benefits, 54.4% of respondents expressed agreement, 21.9% remained neutral, 16.2% strongly agreed, 6.2% disagreed, and 1.3% strongly disagreed.

Inference

Majority (54.4%) of the respondents emphasized on healthcare and retirement benefits.

Table 4.1.9: Respondents fulfillment regarding healthcare and retirement benefits

4. I like the healthcare and retirement benefits at Be Well Hospitals.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	62	38.8	38.8	38.8
	Disagree	14	8.8	8.8	47.5
	Neutral	30	18.8	18.8	66.3
	Strongly agree	50	31.3	31.3	97.5
	Strongly disagree	4	2.5	2.5	100.0
	Total	160	100.0	100.0	

Source: Primary data

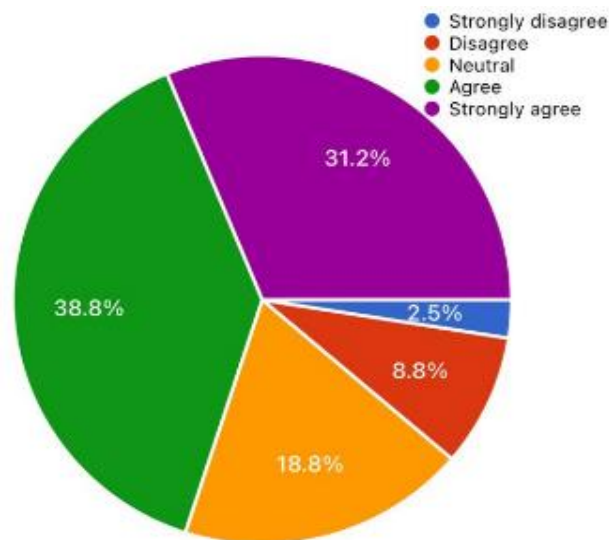


Chart 4.1.9: Respondents fulfillment regarding healthcare and retirement benefits

Interpretation

In accordance with the study's results on the fulfillment of healthcare and retirement benefits, 38.8% of respondents expressed agreement, 31.2% strongly agreed, 18.8% remained neutral, 8.8% disagreed, and 2.5% strongly disagreed.

Inference

Majority (38.8%) of the respondents were profited on healthcare and retirement benefits.

Table 4.1.10: Respondents significance towards good relationship with colleagues and superiors

5. Having a good relationship with my colleagues and superiors is important to me.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	80	50.0	50.0	50.0
	Disagree	11	6.9	6.9	56.9
	Neutral	43	26.9	26.9	83.8
	Strongly Agree	24	15.0	15.0	98.8
	Strongly disagree	2	1.3	1.3	100.0
	Total	160	100.0	100.0	

Source: Primary data

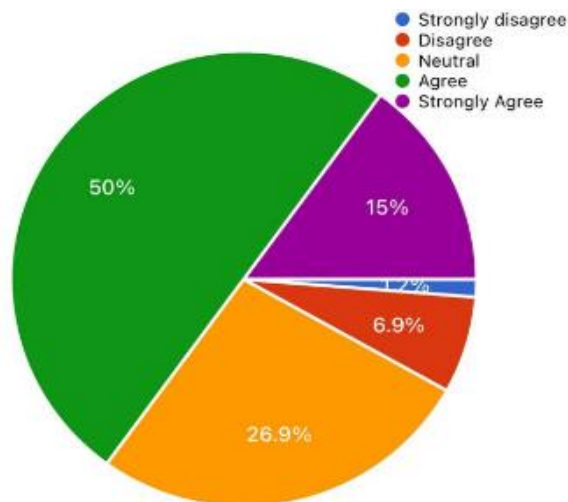


Chart 4.1.10: Respondents significance towards positive rapport with colleagues and superiors

Interpretation

Based on the study's findings regarding the importance of maintaining positive relationships with colleagues and superiors, 50% of the respondents agreed, 26.9% remained neutral, 15% strongly agreed, 6.9% disagreed, and 1.3% strongly disagreed.

Inference

About a half of the total number of the respondents agreed to the importance of maintaining positive relationships with colleagues and superiors.

Table 4.1.11: Respondents fulfillment towards relationship with colleagues and superiors

6. I am satisfied with the relationship I have with my colleagues and superiors.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	59	36.9	36.9	36.9
	Disagree	27	16.9	16.9	53.8
	Neutral	30	18.8	18.8	72.5
	Strongly Agree	35	21.9	21.9	94.4
	Strongly disagree	9	5.6	5.6	100.0
	Total	160	100.0	100.0	

Source: Primary data

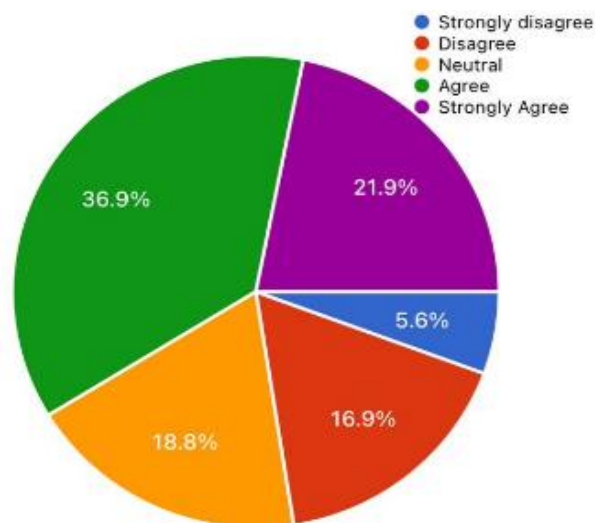


Chart 4.1.11: Respondents fulfillment towards relationship with colleagues and superiors

Interpretation

According to the study's results on the contentment level of relationships with colleagues and superiors, 36.9% of respondents agreed, 21.9% strongly agreed, 18.8% remained neutral, 16.9% disagreed, and 5.6% strongly disagreed.

Inference

About 36.9% agreed and 21.9% strongly agreed regarding their fulfillment of maintaining relationships with colleagues and superiors.

Table 4.1.12: Respondents view on working with a good team

7. Working in a good team is important to me.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	81	50.6	50.6	50.6
	Disagree	9	5.6	5.6	56.3
	Neutral	29	18.1	18.1	74.4
	Strongly Agree	39	24.4	24.4	98.8
	Strongly disagree	2	1.3	1.3	100.0
	Total	160	100.0	100.0	

Source: Primary data

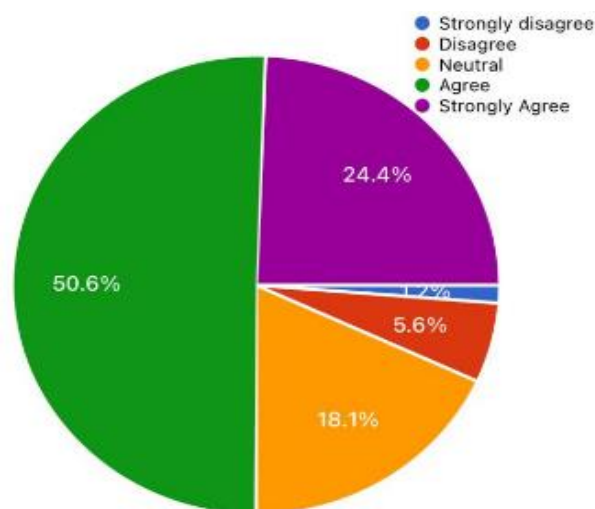


Chart 4.1.12: Respondents view on working with a good team

Interpretation

Results of a study that investigated the respondents' views on the importance of working with an efficient team. The study found that 50.6% of respondents agreed that working with an efficient team was important, while 24.4% strongly agreed. A significant portion of respondents, 18.1%, remained neutral on the matter. On the other hand, a smaller proportion of respondents, 5.6%, disagreed, and only 1.3% strongly disagreed with the idea of working with an efficient team.

Inference

The results highlight the importance of an efficient team in the workplace and suggests that a majority of respondents agreed or strongly agreed with this idea.

Table 4.1.13: Respondents involvement towards achieving goals by teamwork at Be Well

8. I always work with the team to achieve goals at Be Well.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	62	38.8	38.8	38.8
	Disagree	20	12.5	12.5	51.2
	Neutral	25	15.6	15.6	66.9
	Strongly Agree	45	28.1	28.1	95.0
	Strongly disagree	8	5.0	5.0	100.0
	Total	160	100.0	100.0	

Source: Primary data

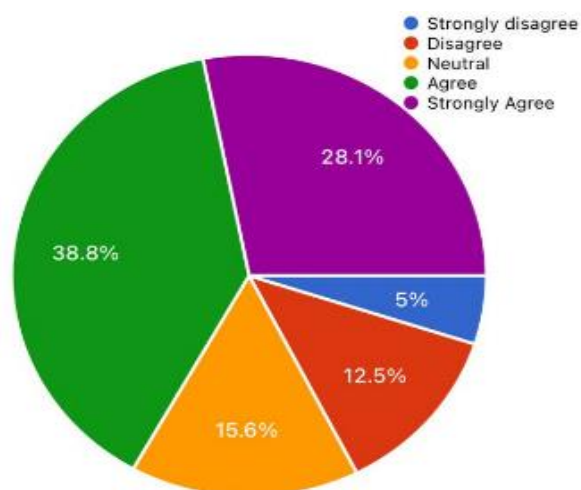


Chart 4.1.13: Respondents involvement towards achieving goals by teamwork at Be Well

Interpretation

The results of a study that investigated the level of involvement of respondents in achieving goals through teamwork at Be Well found that 38.8% of respondents agreed, while 28.1% strongly agreed with the idea of teamwork to achieve goals. A significant proportion of respondents, 15.6%, remained neutral on the matter, while 12.5% disagreed and 5% strongly disagreed with the idea.

Inference

Majority (38.8%) of respondents agreed that teamwork is the best way to achieve goals at Be Well.

Table 4.1.14: Respondents opinions on importance of recognition for good work

9. Being recognised for good work is important to me.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	87	54.4	54.4	54.4
	Disagree	3	1.9	1.9	56.3
	Neutral	35	21.9	21.9	78.1
	Strongly agree	33	20.6	20.6	98.8
	Strongly disagree	2	1.3	1.3	100.0
	Total	160	100.0	100.0	

Source: Primary data

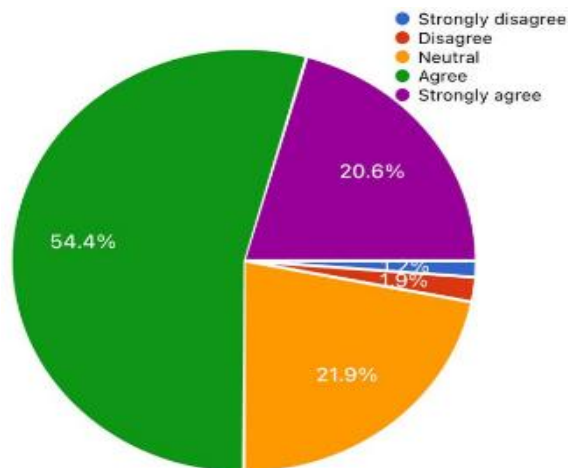


Chart 4.1.14: Respondents opinions on importance of recognition for good work

Interpretation

The results of a study that investigated the respondents' opinions regarding the importance of recognition for good work found that 54.4% of respondents agreed that recognition for good work was important, while 20.6% strongly agreed. A significant portion of respondents, 21.9%, remained neutral on the matter. In contrast, only a small proportion of respondents, 1.9%, disagreed, and 1.3% strongly disagreed with the importance of recognition for good work.

Inference

Majority (54.4%) of respondents agreed that recognition for good work is an important factor.

Table 4.1.15: Respondents fulfillment regarding recognition for good work at Be Well

10. My work is always recognised at Be Well					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	51	31.9	31.9	31.9
	Disagree	30	18.8	18.8	50.6
	Neutral	29	18.1	18.1	68.8
	Strongly agree	46	28.7	28.7	97.5
	Strongly disagree	4	2.5	2.5	100.0
	Total	160	100.0	100.0	

Source: Primary data

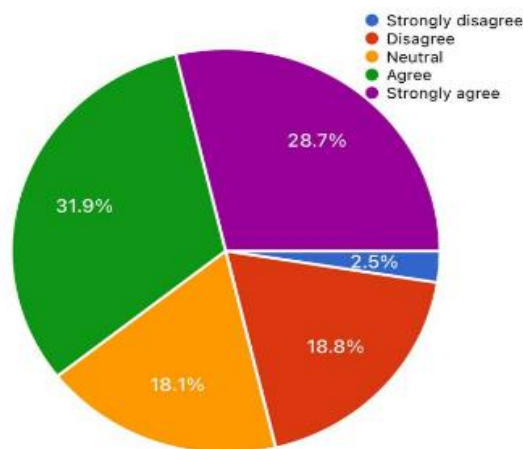


Chart 4.1.15: Respondents fulfillment regarding recognition for good work at Be Well

Interpretation

The results of a study that investigated the respondents' fulfillment regarding the recognition for good work at Be Well found that 31.9% of respondents agreed that recognition for good work was important, while 28.7% strongly agreed. A significant portion of respondents, 18.1%, remained neutral on the matter. About 18.8% of respondents disagreed, and the rest 2.5% strongly disagreed.

Inference

Majority (31.9%) of respondents were satisfied regarding their recognition for good work at Be Well.

Table 4.1.16: Respondents beliefs in importance of being involved in decision making

11. Being involved in decision making is important to me.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	62	38.8	38.8	38.8
	Disagree	18	11.3	11.3	50.0
	Neutral	34	21.3	21.3	71.3
	Strongly agree	41	25.6	25.6	96.9
	Strongly disagree	5	3.1	3.1	100.0
	Total	160	100.0	100.0	

Source: Primary data

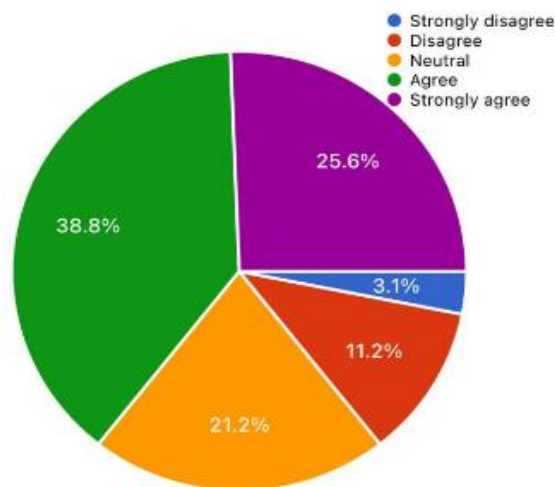


Chart 4.1.16: Respondents beliefs in importance of being involved in decision making

Interpretation

According to the study's results on respondent's beliefs in importance of being involved in decision making, 38.8% of respondents agreed, 25.6% strongly agreed, 21.2% remained neutral, 11.2% disagreed, and 3.1% strongly disagreed.

Inference

Majority (38.8%) of respondents felt that involvement in decision making is important.

Table 4.1.17: Respondents opportunities to contribute to important decision-making at Be Well

12. I get the chance to contribute to important decision making at Be Well

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	48	30.0	30.0	30.0
	Disagree	34	21.3	21.3	51.2
	Neutral	27	16.9	16.9	68.1
	Strongly agree	44	27.5	27.5	95.6
	Strongly disagree	7	4.4	4.4	100.0
	Total	160	100.0	100.0	

Source: Primary data

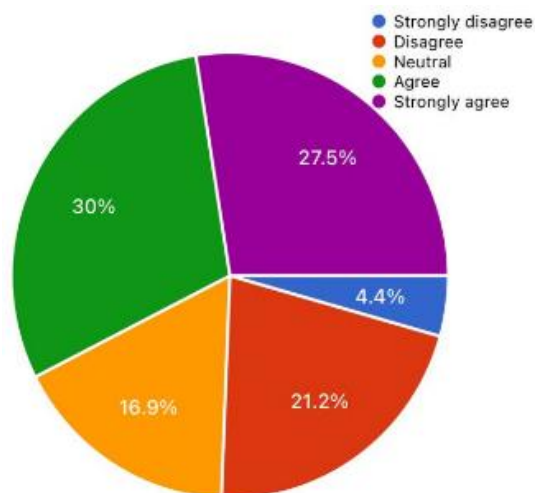


Chart 4.1.17: Respondents opportunities to contribute to important decision-making at Be Well

Interpretation

The study's results on respondent's opportunities for decision-making indicated that 30% of them agreed, while 27.5% strongly agreed. A significant proportion of respondents, 16.9%, remained neutral on the matter, while 21.2% disagreed, and 4.4% strongly disagreed with the opportunities provided for decision-making.

Inference

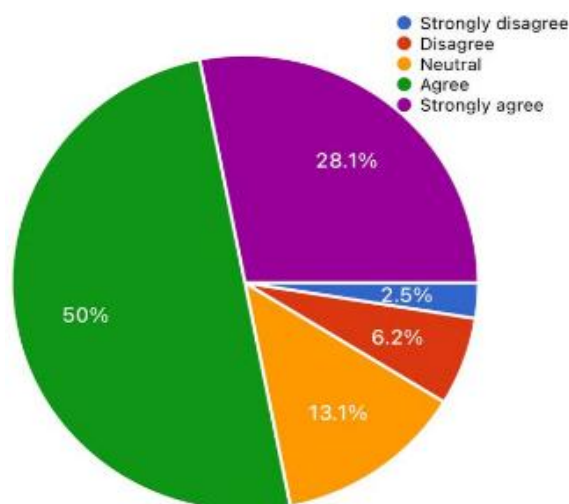
Majority (30%) of respondents were involved in decision-making at Be Well.

Table 4.1.18: Respondents perspectives on good promotion opportunities within the organization

13. Good promotion opportunities within the organisation is important to me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	80	50.0	50.0	50.0
	Disagree	10	6.3	6.3	56.3
	Neutral	21	13.1	13.1	69.4
	Strongly agree	45	28.1	28.1	97.5
	Strongly disagree	4	2.5	2.5	100.0
	Total	160	100.0	100.0	

Source: Primary data



Charts 4.1.18: Respondents perspectives on good promotion opportunities within the organization

Interpretation

The study's findings suggest that 50% of the respondents agreed with the opportunities provided for decision-making, while 28.1% strongly agreed. A notable proportion of respondents, 13.1%, remained neutral on the matter, while 6.2% disagreed, and 2.5% strongly disagreed with the opportunities presented.

Inference

Majority (50%) of respondents have the opportunity to participate in the decision-making process.

Table 4.1.19: Respondents planning on staying at Be Well at least for another year

14. I am planning on staying at Be Well at least for another year					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	45	28.1	28.1	28.1
	Disagree	31	19.4	19.4	47.5
	Neutral	30	18.8	18.8	66.3
	Strongly agree	42	26.3	26.3	92.5
	Strongly disagree	12	7.5	7.5	100.0
	Total	160	100.0	100.0	

Source: Primary data

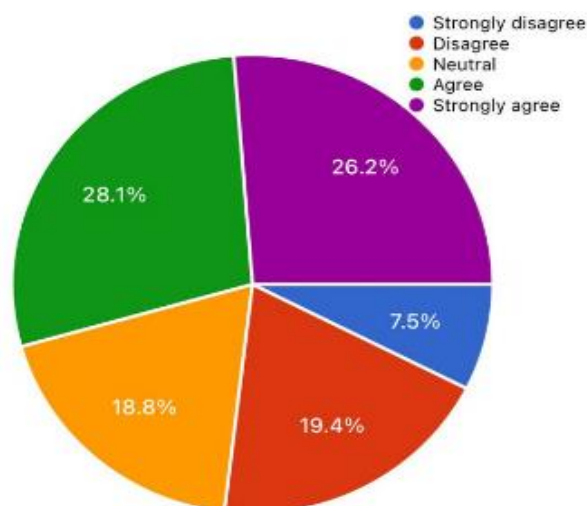


Chart 4.1.19: Respondents planning on staying at Be Well at least for another year

Interpretation

Based on the study's findings, 28.1% of the respondents expressed agreement with staying at Be Well at least for another year, with 26.2% of them strongly agreeing. However, a significant proportion of respondents, 19.4%, disagreed, while 18.8% remained neutral on the matter, and 7.5% strongly disagreed.

Inference

Majority (28.1%) of respondents expressed agreement with staying at Be Well at least for another year.

Table 4.1.20: Respondents perspective on training and development at the workplace

15. Training and development at the workplace is important to me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	88	55.0	55.0	55.0
	Disagree	5	3.1	3.1	58.1
	Neutral	17	10.6	10.6	68.8
	Strongly agree	48	30.0	30.0	98.8
	Strongly disagree	2	1.3	1.3	100.0
	Total	160	100.0	100.0	

Source: Primary data

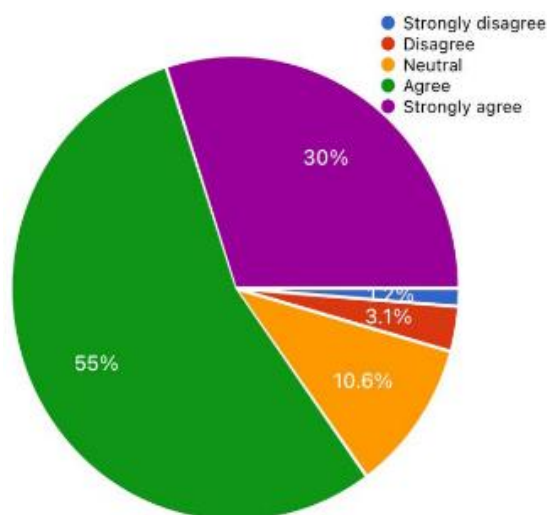


Chart 4.1.20: Respondents perspective on training and development at the workplace

Interpretation

According to the study's findings, the majority of respondents, 55%, expressed agreement with the importance of training and development opportunities in their workplace. Of those who agreed, 30% strongly agreed with the statement. However, 10.6% of respondents remained neutral on the matter, while 3.1% disagreed, and only 1.3% strongly disagreed.

Inference

Majority (55%) of respondents expressed agreement with the importance of training and development opportunities in their workplace.

Table 4.1.21: Respondents acknowledging the job training provided in advance to enhance their career

16. I receive the job training that I need to advance in my career.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	48	30.0	30.0	30.0
	Disagree	19	11.9	11.9	41.9
	Neutral	13	8.1	8.1	50.0
	Strongly agree	75	46.9	46.9	96.9
	Strongly disagree	5	3.1	3.1	100.0
	Total	160	100.0	100.0	

Source: Primary data

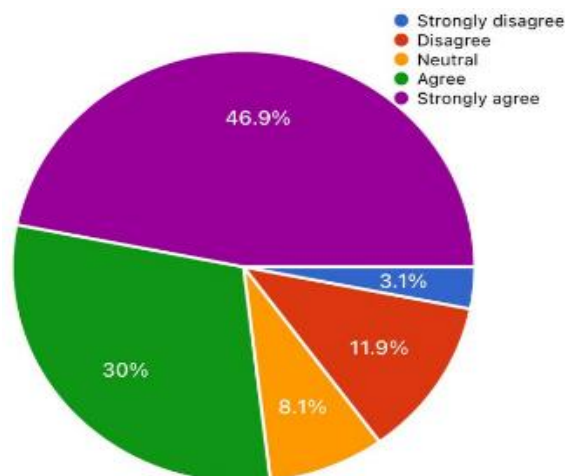


Chart 4.1.21: Respondents acknowledging the job training provided in advance to enhance their career

Interpretation

According to the study's results, a significant percentage of the respondents agreed with the job training provided in advance to enhance their career, with 30% of them agreeing and 46.9% strongly agreeing. However, a proportion of the respondents, 11.9%, disagreed with the training provided, while 8.1% remained neutral, and 3.1% strongly disagreed.

Inference

Majority (46.9%) of respondents strongly agreed on the job training provided in advance to enhance their career.

Table 4.1.22: Respondents opinion on the work that challenges their creativity and skill

17. A work that challenges my creativity and skill is important to me

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	76	47.5	47.5	47.5
	Disagree	9	5.6	5.6	53.1
	Neutral	20	12.5	12.5	65.6
	Strongly agree	54	33.8	33.8	99.4
	Strongly disagree	1	.6	.6	100.0
	Total	160	100.0	100.0	

Source: Primary data

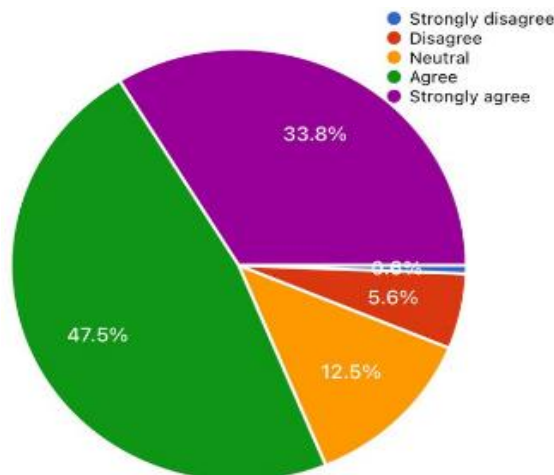


Chart 4.1.22: Respondents opinion on the work that challenges their creativity and skill

Interpretation

The study's findings on importance of work that requires creativity and skill indicate that 33.8% of respondents strongly agreed, while 47.5% agreed. A significant proportion of respondents, 12.5%, remained neutral on the matter, while 5.6% disagreed, and 0.6% strongly disagreed.

Inference

Majority (47.5%) of respondents agreed on the importance of work that challenges their creativity and skill.

Table 4.1.23: Respondents involvement in work that challenges their creativity and skill

18. My work involves challenging tasks that require creativity and skill				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	2.5	2.5	2.5
Agree	48	30.0	30.0	32.5
Disagree	19	11.9	11.9	44.4
Neutral	27	16.9	16.9	61.3
Strongly agree	60	37.5	37.5	98.8
Strongly disagree	2	1.3	1.3	100.0
Total	160	100.0	100.0	

Source: Primary data

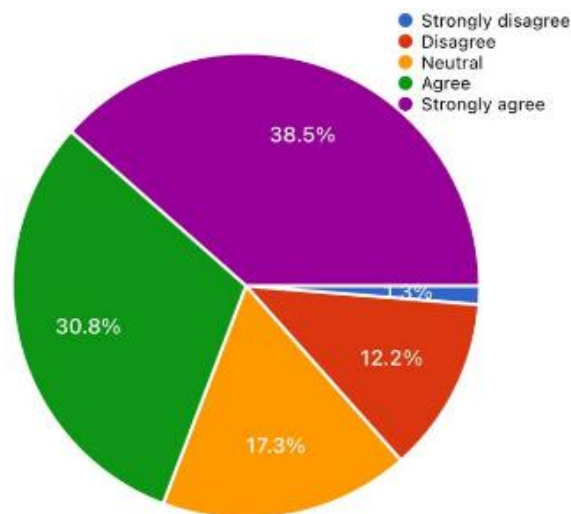


Chart 4.1.23: Respondents involvement in work that challenges their creativity and skill

Interpretation

Based on the study's findings regarding the respondent's engagement in work that tests their creativity and skills, 30.8% agreed, while 38.5% strongly agreed. A notable proportion of respondents, 17.3%, remained neutral on the matter, while 12.2% disagreed, and 1.3% strongly disagreed.

Inference

Majority (38.5%) of respondents strongly agreed on the involvement of work that challenges their creativity and skill.

Table 4.1.24: Importance of work fulfillment to the respondents

19. Work satisfaction is important to me					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	75	46.9	46.9	46.9
	Disagree	8	5.0	5.0	51.9
	Neutral	29	18.1	18.1	70.0
	Strongly agree	45	28.1	28.1	98.1
	Strongly disagree	3	1.9	1.9	100.0
	Total	160	100.0	100.0	

Source: Primary data

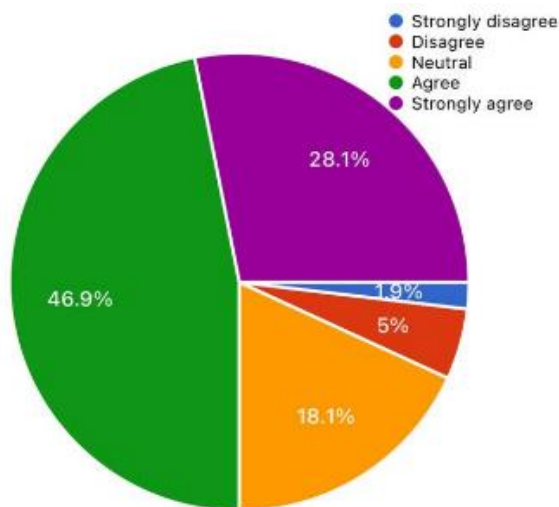


Chart 4.1.24: Importance of work fulfillment to the respondents

Interpretation

This study's results suggest that 46.9% of respondents strongly agreed with the importance of work fulfillment, 28.1% agreed, 18.1% remained neutral, 5% disagreed, and 1.9% strongly disagreed.

Inference

Majority (46.9%) of respondents strongly agreed on the fulfillment of work.

Table 4.1.25: Respondents perception of accomplishment and fulfillment on their work by the end of the day

20. At the end of the day, I feel accomplished and satisfied with my work					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	60	37.5	37.5	37.5
	Disagree	22	13.8	13.8	51.2
	Neutral	24	15.0	15.0	66.3
	Strongly Agree	51	31.9	31.9	98.1
	Strongly disagree	3	1.9	1.9	100.0
	Total	160	100.0	100.0	

Source: Primary data

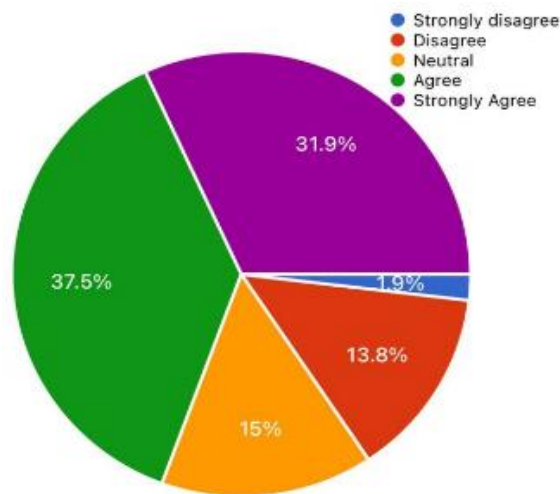


Chart 4.1.25: Respondents perception of accomplishment and fulfillment on their work by the end of the day

Interpretation

According to the findings of the study, 31.9% of the respondents strongly agreed and 37.5% agreed that they feel a sense of accomplishment and fulfillment in their

work by the end of the day. About 15% remained neutral, 13.8% disagreed, and 1.9% strongly disagreed with this statement.

Inference

Majority (37.5%) of respondents agreed with the feel of accomplishment and fulfillment on their work by the end of the day.

Table 4.1.26: Respondents perception towards branded companies

21. What makes you feel that a company is a branded company?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	1	.6	.6	.6
	Branches in multiple locations	31	19.4	19.4	20.0
	Fair Pay	31	19.4	19.4	39.4
	Technical Advancement	30	18.8	18.8	58.1
	Well known in the market	67	41.9	41.9	100.0
	Total	160	100.0	100.0	

Source: Primary data

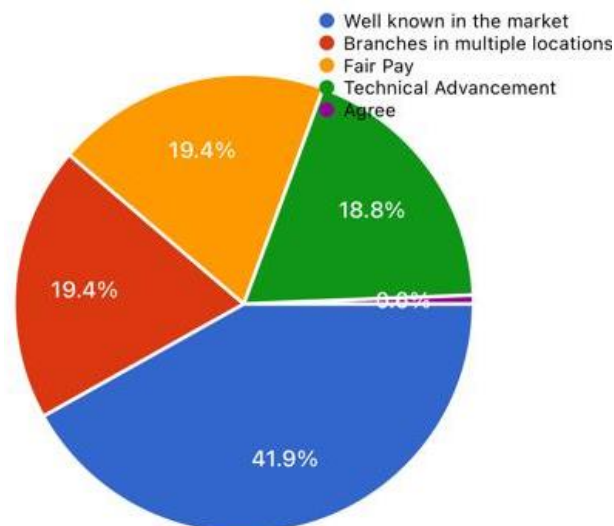


Chart 4.1.26: Respondents perception towards branded companies

Interpretation

According to the study's findings, 41.9% of the respondents viewed companies that have a strong reputation in the market as branded, while 19.4% believed that

companies with multiple locations and fair compensation were considered branded. Additionally, 18.8% of the respondents considered technologically advanced companies as branded.

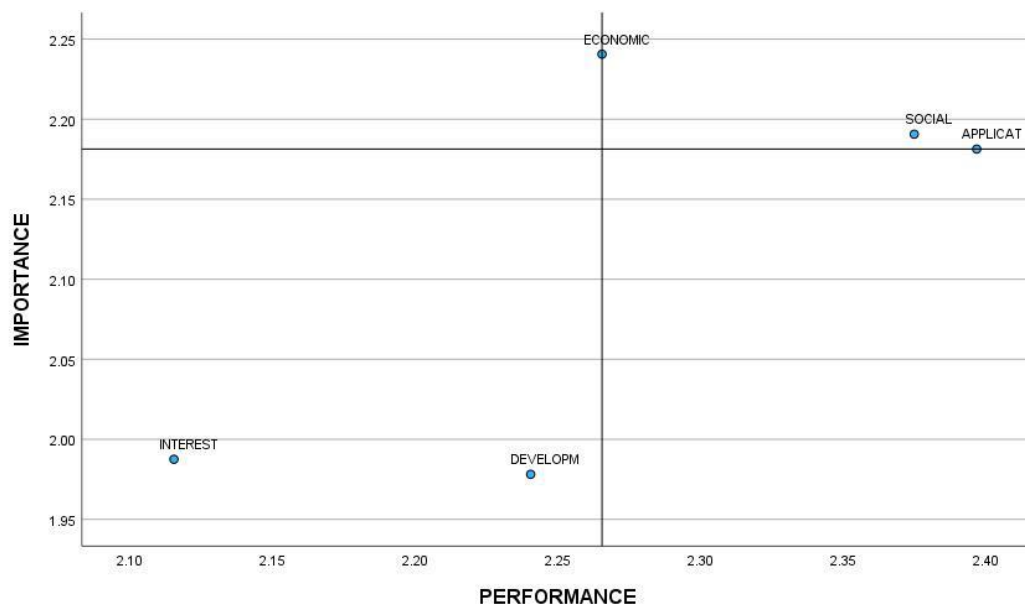
Inference

Majority (41.9%) of respondents viewed companies that have a strong reputation in the market as branded.

4.2. IMPORTANCE-PERFORMANCE ANALYSIS

MODEL

Graph 4.2.1: Importance-performance measure of EVP dimensions affecting the overall employer brand at Be Well Hospitals

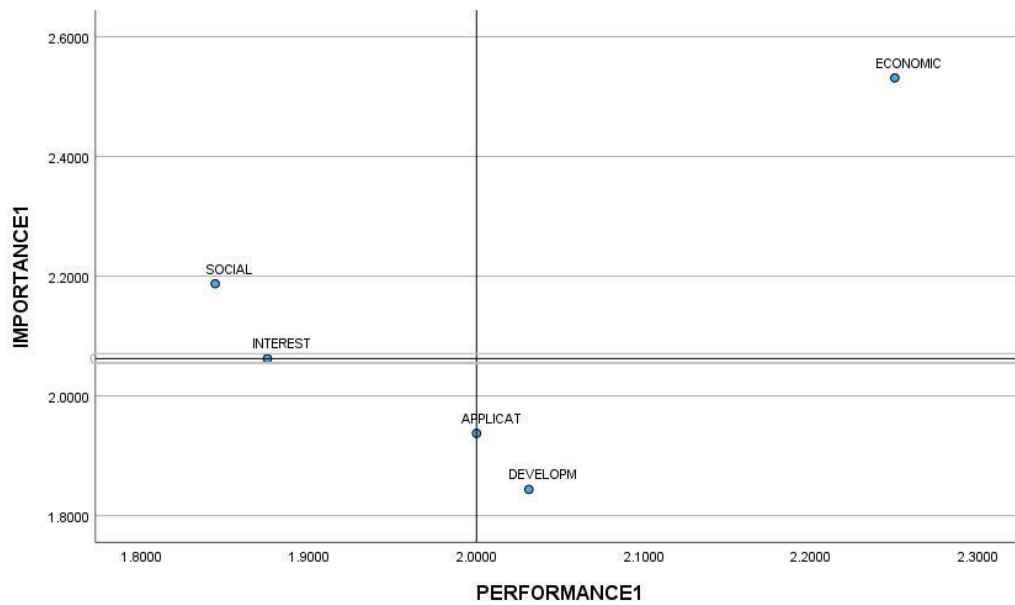


Source: Primary data.

Interpretation

According to the IPA matrix, the economic value lies between first and second quadrant indicating that the employees of Be Well Hospitals give high importance to this employee value but have medium fulfillment of the value. The social value and application value lie in the second quadrant indicating that the employees show high importance towards both these values and they also have high fulfillment from these values. The development value and interest value both lie in the third quadrant which shows that these values are given low importance and there is also low fulfillment from these values and so it is a low priority.

Graph 4.2.2: Importance-performance measure of EVP dimensions affecting employer branding with regard to doctors at Be Well Hospitals

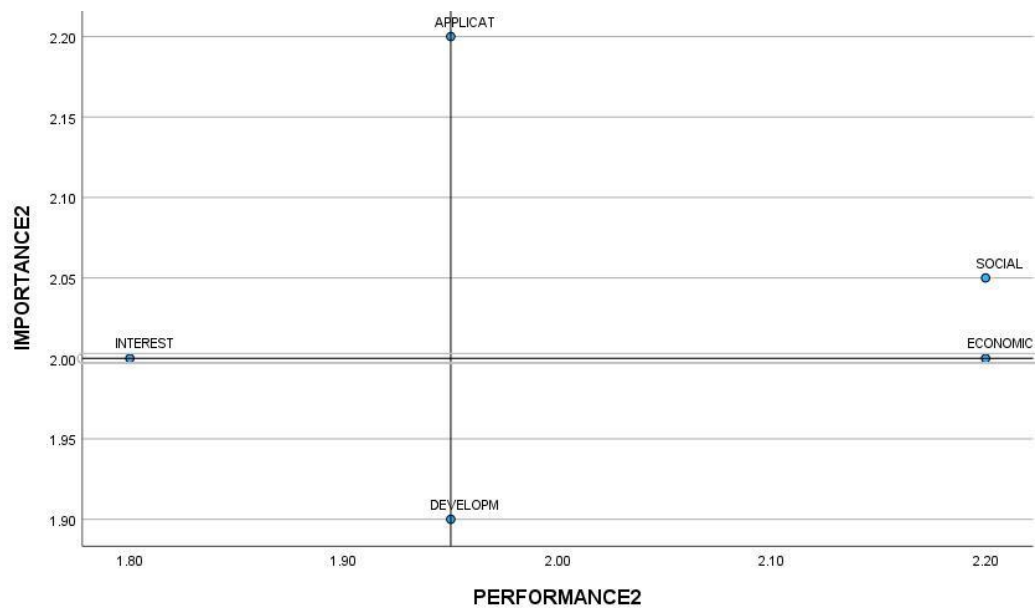


Source: Primary data.

Interpretation

The graph shows the importance-performance measure of EVP dimensions according to the perception of doctors at Be Well. The economic value lies in the second quadrant and has high importance but low fulfillment among employees. The social value lies in the first quadrant which means that it has high importance and high fulfillment among Be Well employees. The application value lies between the third and fourth quadrant which means that it has low importance but medium satisfaction. The development value lies in the fourth quadrant with low importance and high satisfaction making it a possible overkill

Graph 4.2.3: Importance-performance measure of EVP dimensions affecting employer branding with regard to digital marketing department at Be Well Hospitals

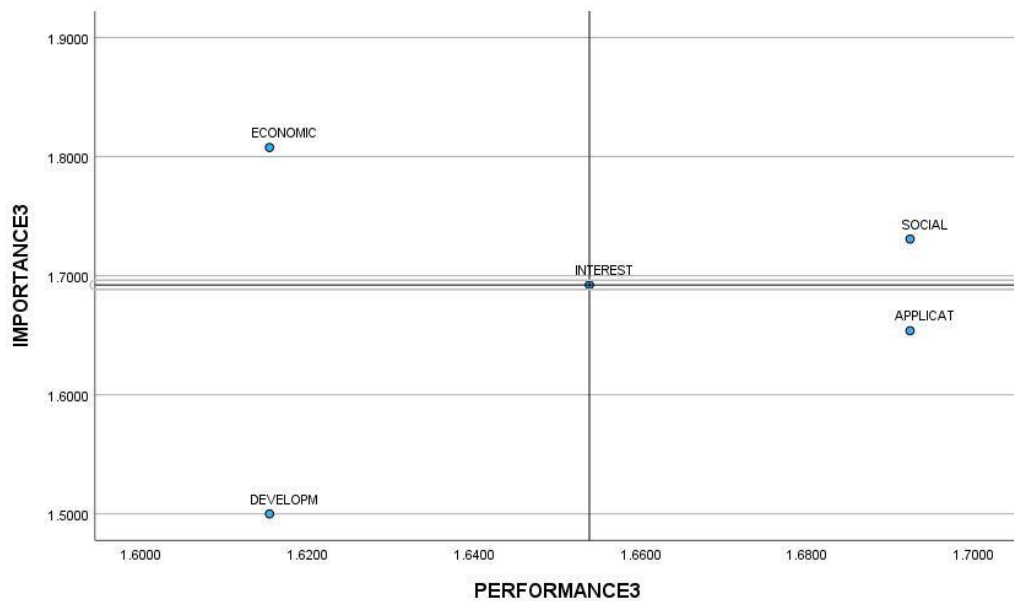


Source: Primary data.

Interpretation

According to the IPA matrix, the digital marketing department has the following perception on the EVP dimensions at Be Well. The economic value lies between the second and fourth quadrant showing that the value has medium importance but high fulfillment among employees. The social value lies in the second quadrant indicating high importance and high satisfaction.

Graph 4.2.4: Importance-performance measure of EVP dimensions affecting employer branding with regard to accounting department at Be Well Hospitals

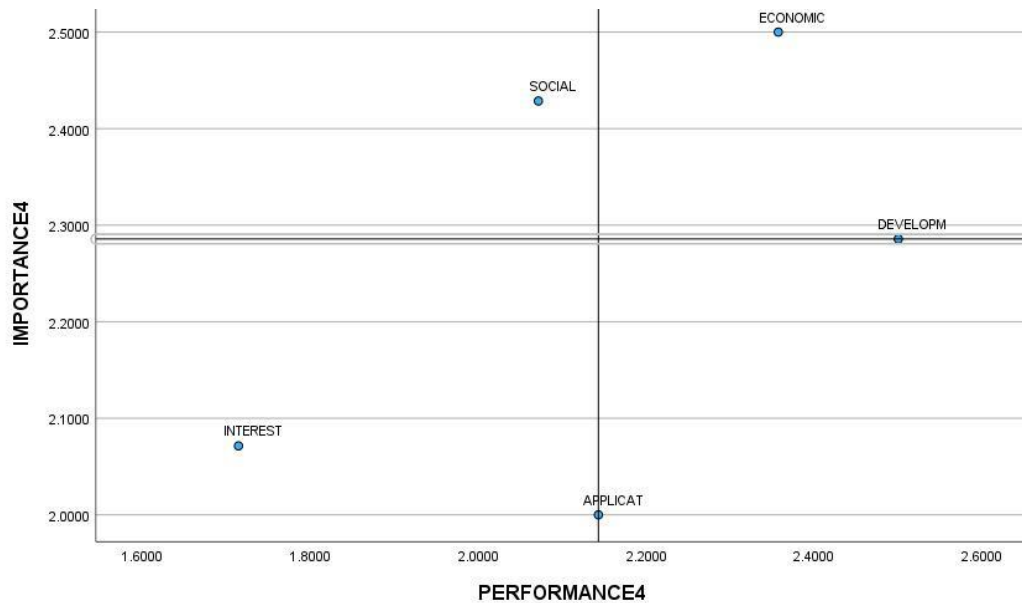


Source: Primary data.

Interpretation

In this graph, the IPA matrix shows the importance-performance measure of employees in the accounting department. The economic value lies in the first quadrant indicating high importance and low fulfillment. The social value lies in the second quadrant meaning it has high importance and high satisfaction. The application value lies in the fourth quadrant showing high importance and high satisfaction. The development value lies in the third quadrant which says that it has been given low importance and low satisfaction. The interest value lies in between indicating medium importance and medium level of fulfillment.

Graph 4.2.5: Importance-performance measure of EVP dimensions affecting employer branding with regard to healthcare services department at Be Well Hospitals



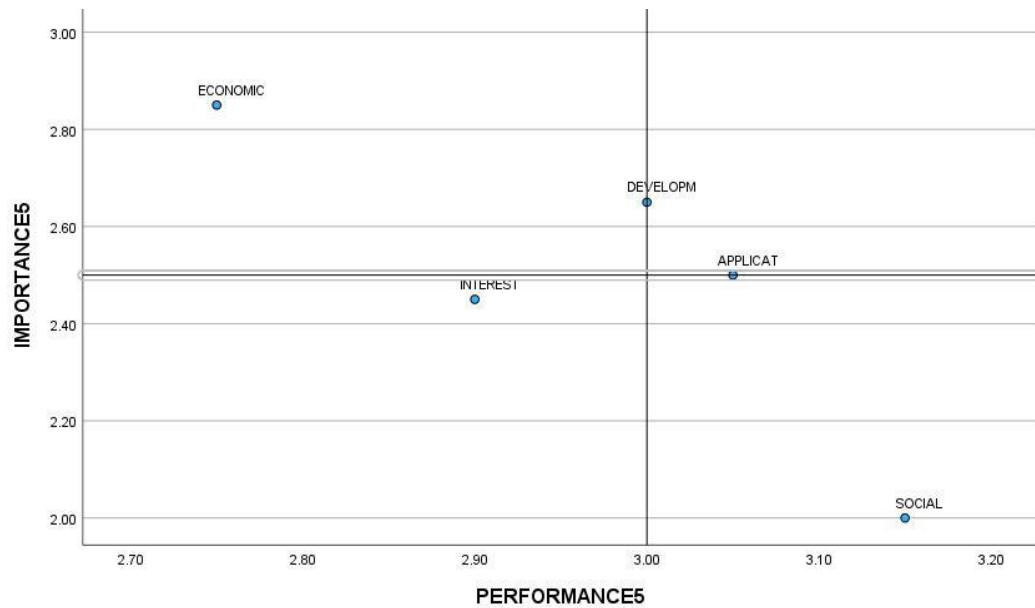
Source: Primary data.

Interpretation

According to the IPA matrix, the economic value lies in the third quadrant representing high importance and high satisfaction. The social value lies in the first quadrant measuring high importance and low satisfaction. The application value lies between the third and fourth quadrant indicating low importance and medium satisfaction. The development value has medium importance and high satisfaction as it lies between the second and fourth quadrant. The interest value lies in the third quadrant measuring to low importance and low satisfaction.

Graph 4.2.6: Importance-performance measure of EVP dimensions affecting employer branding with regard to house-keeping department at Be Well Hospitals

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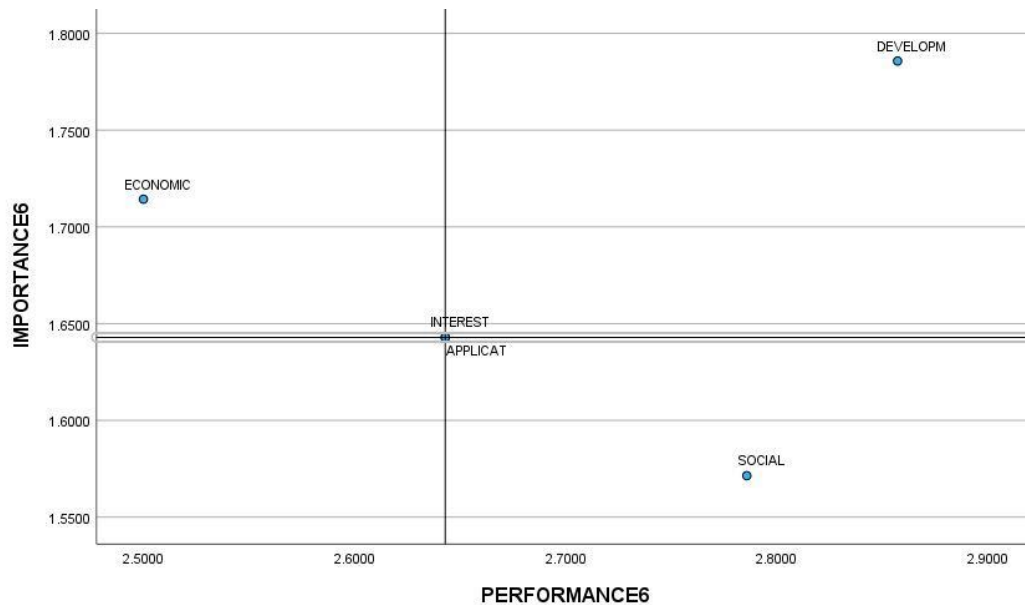


Source: Primary data.

Interpretation

The graph shows that the house keeping department has high importance and low satisfaction for economic value as it lies in the first quadrant. The social value lies in the third quadrant where the value is given low importance but high fulfillment is acquired. The application value falls between the second and fourth quadrant holding high importance and medium satisfaction. The development value lies between first and second quadrant showing high importance and medium fulfillment. The interest value lies in the third quadrant with low importance and low fulfillment measure.

Graph 4.2.7: Importance-performance measure of EVP dimensions affecting employer branding with regard to nursing at Be Well Hospitals

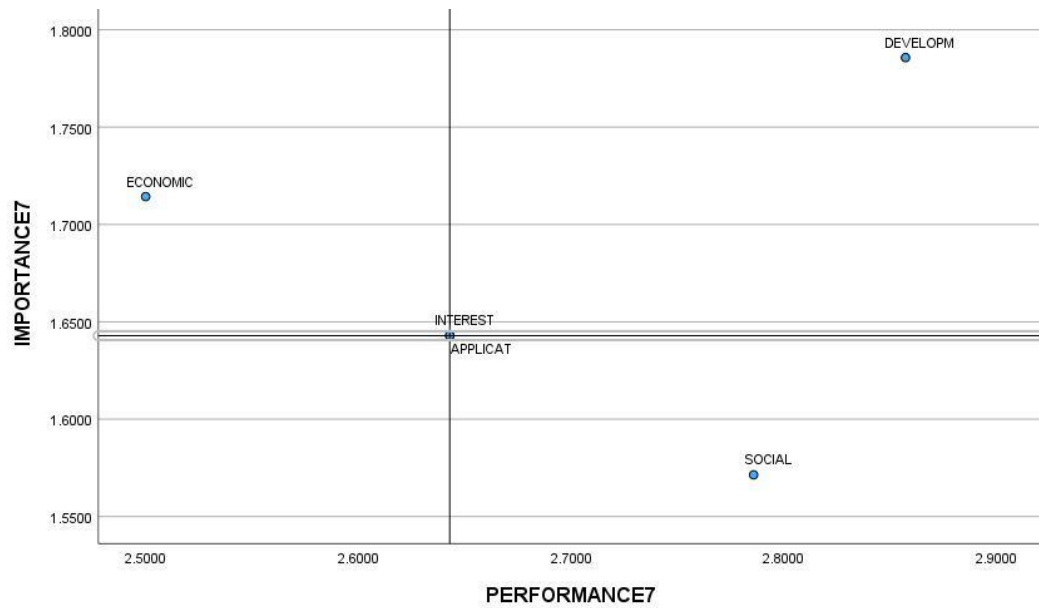


Source: Primary data.

Interpretation

The IPA matrix measuring employee values in the nursing department indicates that nurses give high importance to economic value but have low fulfillment regarding it. The social value lies in the fourth quadrant making it low importance and high fulfillment. The application value and interest value both lie in the intersection between the quadrant this indicates a medium importance and medium fulfillment score. The development value lies in the second quadrant with high importance and high fulfillment.

Graph 4.2.8: Importance-performance measure of EVP dimensions affecting employer branding with regard to IT department at Be Well Hospitals

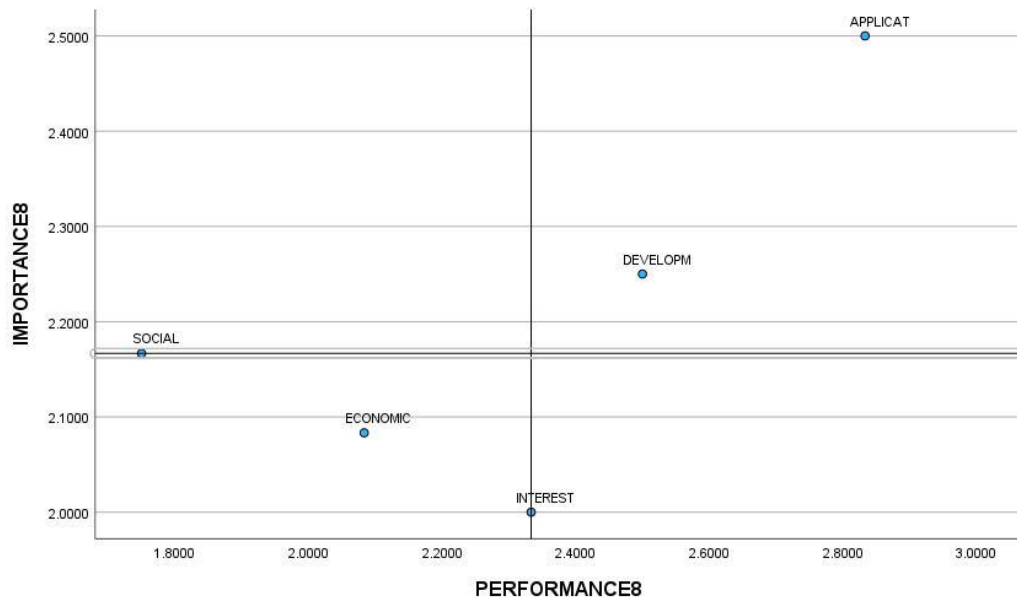


Source: Primary data.

Interpretation

The IPA matrix measuring employee values in the IT department indicates that nurses give high importance to economic value but have low fulfillment regarding it. The social value lies in the fourth quadrant making it low importance and high fulfillment. The application value and interest value both lie in the intersection between the quadrant this indicates a medium importance and medium fulfillment score. The development value lies in the second quadrant with high importance and high fulfillment.

Graph 4.2.9: Importance-performance measure of EVP dimensions affecting employer branding with regard to marketing department at Be Well Hospitals

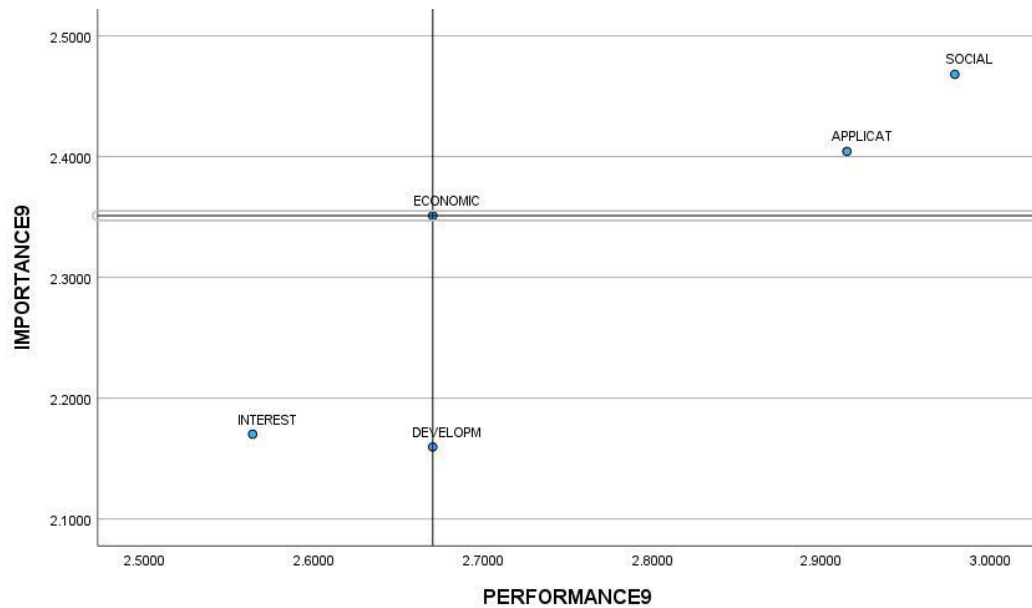


Source: Primary data.

Interpretation

According to the perception of employees in the marketing department, the economic value is given low importance and low satisfaction as it lies in the third quadrant. The social value has medium importance and low satisfaction lying between first and third quadrant. The application value and development value are both given high importance and high fulfillment as they lie in the second quadrant. The interest value lies between the third and fourth quadrant showing low importance and medium satisfaction.

Graph 4.2.10: Importance-performance measure of EVP dimensions affecting employer branding with regard to HR department at Be Well Hospitals

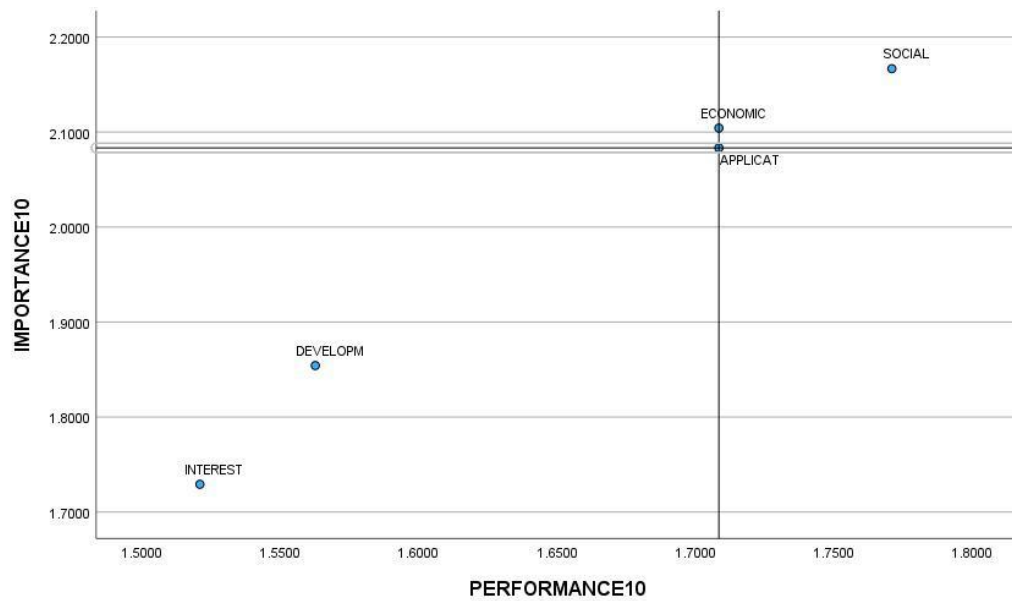


Source: Primary data.

Interpretation

The graph depicts that, the economic value lying between the four quadrants has medium importance and medium fulfillment. The social value and application value lies in the second quadrant inferring high importance and high satisfaction. The interest value lies in the third quadrant measuring to low importance and low satisfaction. The development value lies in between third and fourth quadrant indicating low importance and medium satisfaction.

Graph 4.2.11: Importance-performance measure of EVP dimensions affecting employer branding with regard to operations department at Be Well Hospitals

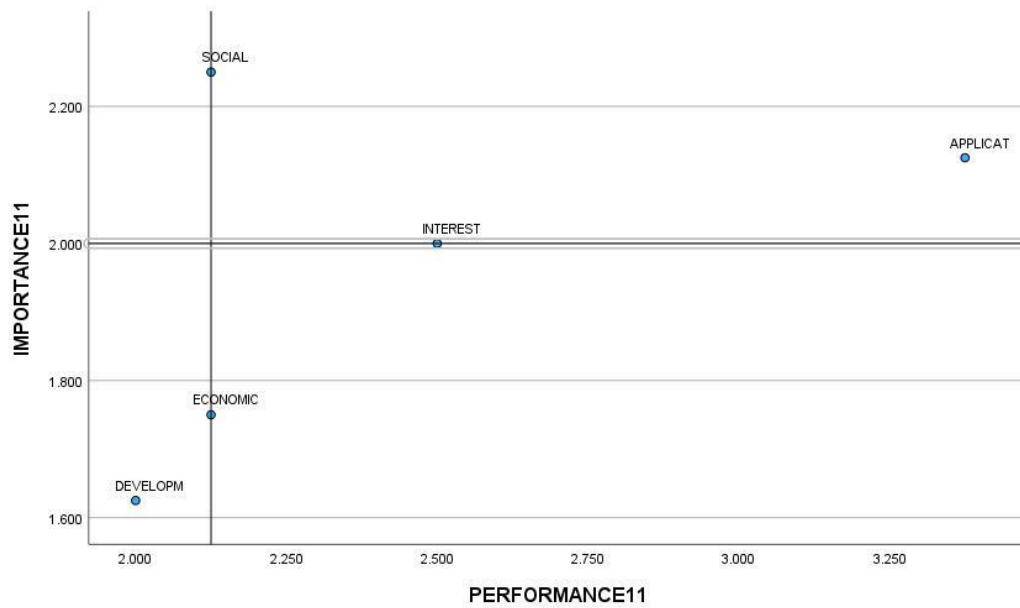


Source: Primary data.

Interpretation

According to this graph, the economic value lies between the first and second quadrant and shows high importance and medium fulfillment. The social value lies in the second quadrant measuring to high importance and high fulfillment. The application value shows medium importance and medium fulfillment. The development and interest value lie in the third quadrant showing low importance and low satisfaction.

Graph 4.2.12: Importance-performance measure of EVP dimensions affecting employer branding with regard to pharmacists at Be Well Hospitals

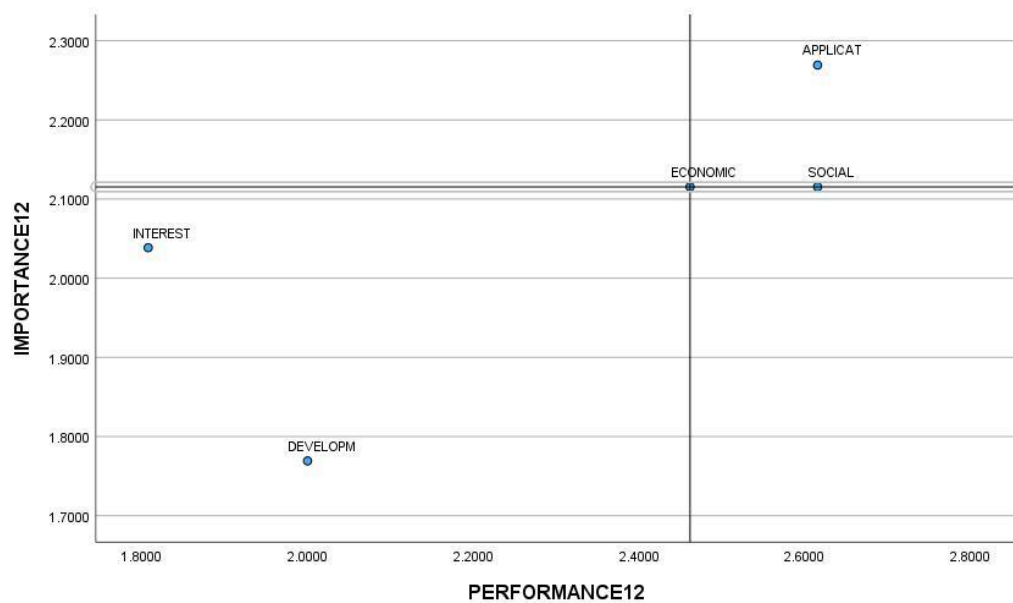


Source: Primary data.

Interpretation

According to the IPA matrix, the economic value lying between third and fourth quadrant indicates low importance and medium fulfillment. The social value lies between first and second quadrant meaning it has high importance and medium fulfillment. The application value lies in the third quadrant indicating high importance and fulfillment. The interest value lies between second and fourth quadrant indicating medium importance and high fulfillment. The development value lying in the third quadrant reads as low importance and low fulfillment

Graph 4.2.13: Importance-performance measure of EVP dimensions affecting employer branding with regard to OT Technicians at Be Well Hospitals



Source: Primary data.

Interpretation

The graph depicts the perception of OT Technicians at Be Well Hospitals. The economic value lies in the intersection indicating medium importance and medium fulfillment. The social value lies between second and fourth quadrant showing medium importance and high fulfillment. The application value lies in the third quadrant measuring to high importance and fulfillment. The development value and interest value lie in the third quadrant depicting low importance and low fulfillment.

STATISTICAL ANALYSIS

4.3. CHISQUARE:

H0: There is no significant difference between location of workplace of employee

and performance of employee values

H1: There is a significant difference between location of workplace of employee and performance of employee values

location * PERFORMANCE Crosstabulation

Count		PERFORMANCE					Total
		3.60	3.63	3.73	3.76	3.88	
location	Ambattur	1	0	1	0	0	2
	Anna nag	0	1	0	0	0	1
	Kilpauk	0	0	0	1	0	1
	Poonamal	0	0	0	0	1	1
Total		1	1	1	1	1	5

Chi-Square Tests

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.000 ^a	12	.241
Likelihood Ratio	13.322	12	.346
N of Valid Cases	5		

a. 20 cells (100.0%) have expected count less than 5. The minimum expected count is .20.

Inference

Since p value (0.241) is greater than 0.05. We accept the null hypothesis and reject the alternate hypothesis. Hence there is no significant difference between the location of the workplace and performance of EVP dimensions.

4.4. ANOVA ANALYSIS:

H0: There is no significant influence of job designation on performance of employee value

H1: There is significant influence of job designation on performance of employee value

ANOVA

1. For how many years have you been working with this organisation?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.726	2	1.863	2.632	.077
Within Groups	75.729	107	.708		
Total	79.455	109			

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
ECONOMIC VALUE P	Between Groups	25.412	11	2.310	3.578	<.001
	Within Groups	95.549	148	.646		
	Total	120.961	159			
SOCIAL VALUE P	Between Groups	48.829	11	4.439	6.559	<.001
	Within Groups	100.171	148	.677		
	Total	149.000	159			
APPLICATION VALUE P	Between Groups	49.223	11	4.475	6.348	<.001
	Within Groups	104.325	148	.705		
	Total	153.548	159			
DEVELOPMENT VALUE P	Between Groups	38.203	11	3.473	4.882	<.001
	Within Groups	105.283	148	.711		
	Total	143.486	159			
INTEREST VALUE P	Between Groups	34.668	11	3.152	4.887	<.001
	Within Groups	95.443	148	.645		
	Total	130.111	159			

Interpretation

It is noted that the P value (0.001) is less than 0.05 for all given attributes. Hence, there is significant influence of job designation on performance of EVP dimensions

Inference

There is a significant influence of job designation on performance of employee value proposition dimensions

CHAPTER 5 – FINDINGS, SUGGESTIONS AND CONCLUSION

5.1. FINDINGS

- Majority (36.9%) of the respondents are age between 18-25 years.
- Majority (65%) respondents are Female.
- Majority (31.9%) respondents work at the Ambattur branch.
- Majority (29.4%) respondents belong to the nursing department.
- Majority (36.2%) having been working for a span of 3-4 years.
- Majority (52.5%) respondents *agree* that promotions and raises are important to them..
- Majority (33.1%) agree that they are satisfied with promotions and raises at Be Well Hospitals.
- Majority (54.4%) agree that healthcare and retirement benefits are important to them
- Majority (38.8%) are satisfied with the healthcare and retirement benefits at Be Well Hospitals.
- Majority (50%) agree that having a good relationship with colleagues and superiors is important
- Majority (36.9%) respondents agree that they are satisfied with the relationship they have with colleagues and superiors.
- Majority (50.6%) respondents agree that working in a good team is important to them.
- Majority (38.8%) respondents agree that they always work with the team to achieve goals at Be Well.
- Majority (54.4%) agree that being recognised for good work is important to them.
- Majority (31.9%) respondents *agree* that their work is recognised at Be Well.
- Majority (39.8%) agree that being involved in decision making is important to them.
- Majority (30%) agree that they get the chance to contribute to important decision making at Be Well

- Majority (50%) agree that good promotion opportunities within the organisation is important to them.
- Majority (28.1%) agree they want to stay at Be Well at least for another year.
- Majority (55%) agree that training and development at the workplace is important to them
- Majority (46.9%) respondents strongly agree that they receive the job training that they need to advance in their career.
- Majority (47.5%) respondents agree that a work that challenges their career is important to them
- Majority (38.5%) agree that their work involves challenging tasks that require creativity and skill
- Majority (46.9%) respondents *agree* that work satisfaction is important to them.
- Majority (37.5%) agree that they feel accomplished and satisfied with their work at the end of a day
- Majority (41.9%) respondents feel that being well known in the market makes a company a branded company

5.2 SUGGESTIONS & RECOMMENDATIONS

Be Well Hospitals is an organization that has a high social value and offers holistic growth. It sets the bar high when it comes to training and development and has plenty of opportunities to evolve within the organization. The few recommendations that I propose are the following:

- The overall employer branding at Be Well Hospitals seems to be a fair structure which suggest that the organization must simply keep up the good work.
- However the factors affecting employer branding with regard to the several departments at Be Well suggest that doctors and healthcare service department are better fulfilled with their economic value than other departments such as nursing, accounting and house-keeping. And therefore, these departments need more concentration from the management.
- The importance-performance analysis also suggests that the social value in the healthcare services department needs more attention from the management.
- The population of respondents consists of a majority of 29.4% working in the nursing department. Increasing the fulfillment rate of nurses by giving maximum importance to their economic benefits could attract the best talent which in turn would increase the overall performance of employees in the organization.

5.3. LIMITATIONS OF STUDY

- The study is confined to chennai and does not stand for the entire brand privy to all locations.
- The data collected for research is fully on primary data given by respondents, so there are chances for personal bias.

5.4. CONCLUSION

Every company needs branding to appeal to target customers. The fight to be the brand of choice leads to strategic implications that a company designs. This cannot be done without knowing the perception of the customers and what they value most. Similarly, organizations also need branding as a place of work. In order to attract employees and to be chosen as the employer of choice, they also need to learn the perception of their employees. This study presents employer branding at Be Well Hospitals in the perception of employee values'. The factors affecting employer branding are denoted by five employee value proposition dimensions which are economic value, social value, application value, development value and interest value. It is a simple and intricate insight into what the employees of Be Well Hospitals also known as BeWellians value the most in a workplace.

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ANNEXURE – I QUESTIONNAIRE

Hi!

My name is Sherlin Jannet A, an MBA student specialising in Human Resources. I am conducting a research project on 'Employer branding practices at Be Well Hospitals. Therefore, I would greatly appreciate it if you could fill out this survey! This survey is for academic purposes only and not for any commercial purpose. The details of the respondents in the survey will be kept anonymous. Thank you so much.

- Age:
 - 18-25
 - 26-30
 - 31-40
 - 41-50
 - 51-60
- Gender:
 - Male
 - Female
 - Non-binary
- Location of workplace:
 - Ambattur
 - Anna nagar
 - Kilpauk
 - Poonamallee
 - T Nagar
- Designation:

- How many years have you been working at Be Well hospitals
 - Less than one year
 - 1-2 years
 - 3-4 years
 - 5-6 years
 - More than 6 years

Rate your level of importance and level of satisfaction in accordance with each attribute at your workplace

1. Promotions and raises are important to me.

- Strongly agree
- agree
- Neutral
- disagree
- Strongly disagree

2. I am satisfied with promotions and raises at Be Well Hospitals

- Strongly agree
- agree
- Neutral
- disagree
- Strongly disagree

3. Healthcare and Retirement benefits are important to me.

- Strongly agree
- agree
- Neutral
- disagree
- Strongly disagree

4. I like the healthcare and retirement benefits at Be Well Hospitals.
- ☐ Strongly agree
 - ☐ agree
 - ☐ Neutral
 - ☐ disagree
 - ☐ Strongly disagree
5. Having a good relationship with my colleagues and superiors is important to me.
- ☐ Strongly agree
 - ☐ agree
 - ☐ Neutral
 - ☐ disagree
 - ☐ Strongly disagree
6. I am satisfied with the relationship I have with my colleagues and superiors.
- ☐ Strongly agree
 - ☐ agree
 - ☐ Neutral
 - ☐ disagree
 - ☐ Strongly disagree
7. Working in a good team is important to me.
- ☐ Strongly agree
 - ☐ agree
 - ☐ Neutral
 - ☐ disagree
 - ☐ Strongly disagree

8. I always work with the team to achieve goals at Be Well.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

9. Being recognised for good work is important to me.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

10. My work is always recognised at Be Well

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly disagree

11. Being involved in decision making is important to me.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly agree

12. I get the chance to contribute to important decision making at Be Well

- ☐ Strongly agree
- ☐ Agree

- ☐ Neutral
- ☐ Disagree
- ☐ Strongly agree

13. Good promotion opportunities within the organisation is important to me

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly agree

14. I am planning on staying at Be Well at least for another year

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly agree

15. Training and development at the workplace is important to me

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree
- ☐ Strongly agree

16. I receive the job training that I need to advance in my career.

- ☐ Strongly agree
- ☐ Agree
- ☐ Neutral
- ☐ Disagree

- Strongly agree

17. A work that challenges my creativity and skill is important to me

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly agree

18. My work involves challenging tasks that require creativity and skill

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

19. Work satisfaction is important to me

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

20. At the end of the day, I feel accomplished and satisfied with my work

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

21. What makes you feel that a company is a branded company?

- Well known in the market

- Branches in multiple locations
- Fair Pay
- Technical Advancement

**A STUDY ON THE PERFORMANCE OF EVP DIMENSIONS WITH REFERENCE TO
EMPLOYER BRANDING AT BE WELL HOSPITALS CHENNAI**

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ABSTRACT:

There has always been a huge gap in the Indian hair care market for products designed especially for curly hair types. But with Indian brands recently filling that gap, the hair care industry is on a rise. Curly hair care products have outpaced the total hair care industry in each of the last two years and especially during peak COVID. With majority of the crowd aware and embracing their natural hair textures and the other few, getting curious, soon to be aware about the hair care range for curls. Therefore, the awareness of consumers is an important factor for the marketers to consider.

Curly-haired consumers have grown aware of what curly hair is capable of morphing into and how commercial products have been ruining curly hair. The awareness of consumers has resulted in the increasing demand for safe and curly-friendly ingredients, advocating the removal of harmful and unsuitable chemicals from the products. Consumers are transitioning to a lifestyle of using only curly-friendly products and omitting the use of other commercial products. Realizing that awareness creates demand and knowing that it is important to forecast demand. Are Indian consumers aware enough to change market trends or is their awareness not significant enough? What part does the media play in creating this awareness and which source of media has better influenced the consumer market? This study aims to assess the buying behavior of curly-haired consumers in India to better understand the prospects of the market and to provide inclusivity to all cultures and hair types.

1. INTRODUCTION:

1.1. Concept of the study:

Employer branding is the concept of branding an organization as an attractive workplace. Although the concept involves both Marketing and HR principles it has mostly been adopted to support the Human Resource department to both 'attract prospective employees' and 'retain current employees'. This is done through providing benefits and perks that would appeal to the employees and develop the brand image of the organization among target prospects. By doing so, employers manage to establish an emotional link with their existing and potential employees.

1.2. Purpose of the study:

Employer branding is inevitable, as in, the brand image of an organization is put to display when the organization gets established. Therefore making intentional efforts to further develop the image or attractiveness of the organization is the smartest choice an employer can make. The healthcare industry being the toughest to create a balanced workplace still has management working to create a purposeful brand, acknowledging the importance of it. A study on the factors affecting the employer branding of an

organization can help employers classify the employer branding activities taking place in the institution, while also giving insight on employee perception of the organization as a workplace

1.3. Research problem statement:

The impact of EVP dimensions is very significant in the evolution of the employer branding at Be Well. If we don't mention the dimensions of EVP performance to importance, we cannot strategize employer branding. The proposed study is an attempt to identify the performance employee value attributes and to determine the most preferred dimension among employees.

1.4. Objectives:

Primary objective:

- To understand what attributes of employer branding is most preferred by the employees of Be Well hospitals (BeWellians).

Secondary objectives:

- To understand the perception of employees towards Be Well Hospitals as a workplace.
- To identify the performance of Employee value proposition (EVP) dimensions at Be Well Hospitals.

1.5. Scope of the study:

Employer branding can be found in all organisations whether implemented knowingly or unknowingly. Almost all activities orchestrated by the organisation influence the perception, attraction and retention of employees. Understanding the employer branding practices in an organisation and analysing their impact on employee's perceptions is important for curating better informed employer branding strategies.

2. METHODS:

2.1. Literature review:

2.1.1. Anas A. Salameh, Attia Aman-Ullah (2022), Does employer branding facilitate the retention of healthcare employees? A mediation moderation study through organisational identification, psychological involvement, and employee loyalty

This study aimed to determine the impacts of employer branding on organisational identification and employee retention among healthcare employees. This study also examined the mediating role of organisational identification and the moderating roles of psychological involvement and employee loyalty. Data was collected from 390 healthcare employees comprising doctors and nurses. The research analysis was conducted via SPSS and Smart-PLS. The findings revealed that employer branding had a significantly positive relationship with organisational identification and employee retention. Further, organisational identification mediated the relationship between employer branding and employee retention. The results also confirmed the moderating roles of psychological involvement and employee loyalty between organisational

identification and employee retention. Limitations and implications of the present study are discussed at the end of the paper.

2.1.2. Balakrishnan.S, R.Saranya (2022), A STUDY ON EMPLOYER BRANDING FOR HOSPITALS WITH REFERENCE TO COIMBATORE

Hospitals are an unavoidable sector in the modern world, which is pushed by technology, and they are the sector that displays the standing of a country on an international level. Every country's ability to deliver high-quality medical care is an indication of its level of progress toward a brighter future. Therefore, "Employer Branding" for hospitals is something that must be done in order to ensure both higher quality services and continued growth in the health care industry. The technique of building a positive employer brand has shown to be valuable for many kinds of businesses, including hospitals. This, in turn, leads to a means for them to keep their brilliant personnel, which is the fundamental need that any hospital must fulfil in order to achieve a competitive edge.

2.1.3. Anton Kumar, Udaya Mohan Devadas (2021), Impact of Employee Value Proposition on Employee Retention: A conceptual paper

According to the Labour Demand Survey (2017), conducted by the department of census and statistics, in Sri Lanka, sewing machine operators are the number one employee category that reported the highest percentage of labour turnover. Therefore, the apparel sector organizations must have a mechanism to retain their talented employees. Employer branding has been a strategic reaction towards attracting prospective employees and retaining them within. Employer branding is plausible through 'Employee Value Proposition' (EVP)—a set of values that employees expect in return for their offer of service to a particular organization. Thus, this paper presents a conceptual framework in modelling the EVP and its related context using a targeted literature review on the basic concepts of employer branding, EVP, and other related areas. As a result, the conceptual framework that the researchers developed, provides a basis to conduct further empirical studies to identify relationships among EVP, employee brand equity, and employee's intention to retain with the moderating effect of some demographic factors. This result is appreciable as it paves the way to conduct empirical research aiming at finding solutions to resolve employee turnover issues in the apparel industry in Sri Lanka.

2.1.4. Asha Binu Raj (2021), Impact of employee value proposition on employees' intention to stay: moderating role of psychological contract and social identity

This paper aims to examine the relationship between employee value proposition (EVP) and employees' intention to stay and analyse how psychological contract and social identity moderate this relationship. The study was conducted in Indian IT sector among a sample of 268 employees using criterion sampling. Data were collected through structured questionnaires which revealed employees' perceptions of EVP, intention to stay, psychological contract and social identity. The empirical results reveal that employees have greater intention to stay when their organisations deliver an EVP including development value, social value and economic value. Findings indicate that psychological contract positively strengthens the impact of EVP on

employees' intention to stay. Also, when employees strongly identify with their organisation's image, they have higher intention to stay in presence of a strong EVP.

2.1.5. Tiia Jalkanen (2020), EMPLOYER IMAGE IN THE PUBLIC HEALTH CARE SECTOR – HOW TO ATTRACT POTENTIAL EMPLOYEES?

Employees are one of the key resources of an organization, emphasizing the role of employer branding. Health care sector is one of the fields in Finland having lack of employees, such as doctors. Therefore, the public health care sector can gain benefits of branding to attract employees. However, employer branding and employer image in the public sector have hardly studied, and even less in the public health care sector. This creates a need for examining the external employer branding in the sector. Hence, this thesis aims to study how potential employees perceive the public health care sector as an employer. Also, the purpose of this thesis is to gain knowledge of which attributes potential applicants consider desirable. Furthermore, the thesis aims to study how the employer brand appears.

2.2. Research methodology:

Research methodology can be defined as a systematic process to either gain or develop knowledge on a particular subject or solve a specific research problem that concerns an individual or a group or validate certain theories. It is a conceptual framework that involves various methods that help gather and collect data and analyze them to arrive at an expected, or sometimes, unexpected conclusion. In this study the research methodology is framed for the purpose of analyzing the consumer awareness of curly hair products' customers.

2.2.1. Descriptive Research Design:

Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study

2.2.2. Convenience sampling method:

A convenience sample is one of the main types of non-probability sampling methods. A convenience sample is made up of people who are easy to reach.

2.2.3. Sources of data:

Data collection is the term used to describe a process of preparing and collecting data.

- Primary Data – Questionnaire given to 300 respondents
- Secondary Data - Websites and online journals, Published reports & Review of literature from published articles

3. RESULTS AND DISCUSSIONS:

Statistical tools and findings:

3.1. CHISQUARE:

H0: There is no significant difference between location of workplace of employee and performance of employee values

H1: There is a significant difference between location of workplace of employee and performance of employee values

location * PERFORMANCE Crosstabulation

Count

		PERFORMANCE					Total
		3.60	3.63	3.73	3.76	3.88	
location	Ambattur	1	0	1	0	0	2
	Anna nag	0	1	0	0	0	1
	Kilpauk	0	0	0	1	0	1
	Poonamal	0	0	0	0	1	1
Total		1	1	1	1	1	5

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.000 ^a	12	.241
Likelihood Ratio	13.322	12	.346
N of Valid Cases	5		

a. 20 cells (100.0%) have expected count less than 5. The minimum expected count is .20.

Inference

Since p value (0.241) is greater than 0.05. We accept the null hypothesis and reject the alternate hypothesis. Hence there is no significant difference between the location of the workplace and performance of EVP dimensions.

3.2. ANOVA ANALYSIS:

H0: There is no significant influence of job designation on performance of employee value

H1: There is significant influence of job designation on performance of employee value

ANOVA

1. For how many years have you been working with this organisation?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.726	2	1.863	2.632	.077
Within Groups	75.729	107	.708		
Total	79.455	109			

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
ECONOMIC VALUE P	Between Groups	25.412	11	2.310	3.578	<.001
	Within Groups	95.549	148	.646		
	Total	120.961	159			
SOCIAL VALUE P	Between Groups	48.829	11	4.439	6.559	<.001
	Within Groups	100.171	148	.677		
	Total	149.000	159			
APPLICATION VALUE P	Between Groups	49.223	11	4.475	6.348	<.001
	Within Groups	104.325	148	.705		
	Total	153.548	159			
DEVELOPMENT VALUE P	Between Groups	38.203	11	3.473	4.882	<.001
	Within Groups	105.283	148	.711		
	Total	143.486	159			
INTEREST VALUE P	Between Groups	34.668	11	3.152	4.887	<.001
	Within Groups	95.443	148	.645		
	Total	130.111	159			

Interpretation

It is noted that the P value (0.001) is less than 0.05 for all given attributes. Hence, there is significant influence of job designation on performance of EVP dimensions

Inference

There is a significant influence of job designation on performance of employee value proposition dimensions

4. RESEARCH OUTCOME OR MANAGERIAL IMPLICATION:

4.1. Suggestions:

Be Well Hospitals is an organization that has a high social value and offers holistic growth. It sets the bar high when it comes to training and development and has plenty of opportunities to evolve within the organization. The few recommendations that I propose are the following:

- The overall employer branding at Be Well Hospitals seems to be a fair structure which suggest that the organization must simply keep up the good work.
- However the factors affecting employer branding with regard to the several departments at Be Well suggest that doctors and healthcare service department are better fulfilled with their economic value than other departments such as nursing, accounting and house-keeping. And therefore, these departments need more concentration from the management.
- The importance-performance analysis also suggests that the social value in the healthcare services department needs more attention from the management.

- The population of respondents consists of a majority of 29.4% working in the nursing department. Increasing the fulfillment rate of nurses by giving maximum importance to their economic benefits could attract the best talent which in turn would increase the overall performance of employees in the organization.

5. CONCLUSION:

Every company needs branding to appeal to target customers. The fight to be the brand of choice leads to strategic implications that a company designs. This cannot be done without knowing the perception of the customers and what they value most. Similarly, organizations also need branding as a place of work. In order to attract employees and to be chosen as the employer of choice, they also need to learn the perception of their employees. This study presents employer branding at Be Well Hospitals in the perception of employee values'. The factors affecting employer branding are denoted by five employee value proposition dimensions which are economic value, social value, application value, development value and interest value. It is a simple and intricate insight into what the employees of Be Well Hospitals also known as BeWellians value the most in a workplace.

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