

EFFICACY OF EMPLOYEE VALUE PROPOSITION ON ENACTMENT OF ORGANIZATIONS

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ABSTRACT

An Employee Value Proposition (EVP) is the unique set of benefits an employee receives in return for the skills, capabilities and experience they bring to a company. An EVP is about defining the essence of your company and how it is unique and what it stands for.

This study subsequently tries to research the adequacy of EVP model in Organizations. The Research proposes to utilize descriptive research design. The embraced a multi-stage sampling strategy including a review of the 43 organizations to build up EVP hones took after by stratified random technique to look at particular components under the study.

Essential information was gathered utilizing a semi-organized survey. Both engaging and inferential measurements was utilized. Quantitative and subjective information was investigated utilizing SPSS programming. Further the study discovered that organization utilizes organizational expository (i.e., business execution investigative, workforce demographics, workforce execution information) to test the viability of aggregate prizes programs. The study reasons that that organization has a typical occupation construction modeling that is utilized to characterize all employments that remunerate and profession programs at organization are connected to normal employment structural engineering and that Pay movement is adjusted to future vocation in organization. The study suggests that connecting of key and strategic drivers and also a fabulous establishment for effective utilization of ability which figure out where on the continuum of capacity versus experience their procuring hones.

Keywords: Employee Value Proposition, Organizational Performance, Talent Management

1. Introduction

A draw in workforce can drastically affect the business by enhancing maintenance, execution and profitability. Albeit numerous organizations are rapidly grasping engagement, planning and actualizing an undertaking wide program shows an overwhelming test. With the goal organizations should inspire employees and drive organizational development, the Employee Value Proposition must be obviously characterized and organized. An intense employee value proposition can offer organizations some assistance with improving draw in works and drive efficiency and development.

For any organization, the test is to pull in quality workforce i.e. individuals with the right abilities, information, experience, capabilities and values that matches organizational necessities. Employee Value Proposition (EVP) is the equalization of reward and advantage, work arrangements and hones, experienced by an employee consequently for their work. It depicts why the aggregate work experience is superior to at whatever other organization and as needs be it might be basic in drawing in and holding quality individuals. It characterizes "the give and the get" in the middle of organization and laborer, enveloping each part of the job encounters from the organization's central goal and values to occupations, society and associates to the full arrangement of aggregate rewards programs.

As rivalry for talent increases, organizations face staff attraction challenges as well as maintenance issues as contenders raise pay bundles with a perspective to poaching the best talents in the business sector (Corporate Executive Board, 2006). Employee Value Proposition keeps on being acknowledged as a key system for driving attraction and duty in the work market (Corporate Leadership Council, 2012). Disregarding the idea of the EVP being around for over 10 years numerous organizations are yet to value the significance of having a solid EVP as a procedure for expanding the engaging quality of the organization. A compelling EVP must be employee-focused i.e. whilst it involves an extraordinary blend of environment, strategies, programs and forms in the organization, it must be important to the employee, instead of concentrated on the business. What's more, it must be convincing for the employee and also special and applicable. At long last, it must be developed from discretionary segments, which can then be isolated and re-blended to give interesting mixes to meet the one of a kind needs and values of every employee.

1.1 Statement of the Problem

Today's organizations face significant difficulties in employee attraction and maintenance, EVP keeps on being acknowledged as a vital structure for enhancing organizational execution (Watson, 2012), and driving attraction and duty in the work market. Then again, disregarding the idea of the EVP being around for a considerable length of time numerous organizations are yet to welcome the significance of having a solid EVP as a procedure for expanding the engaging quality of the organization in the work market making it feasible for the organization to source from a more profound fragment of the work market (Corporate Leadership Council, 2012).

A study by People in Business Company found that 42% of the 104 overview members (organizations that are as of now creating employer brands) center as much inside as outside (People in Business, 2010). SHRM's review in 2008 found that 61% of studied organizations have had an employer brand, and that 25% were either creating or wanting to do as such inside of the following 12 months (SHRM, 2008).

Moreover, most EVPs actualized by different organizations are not adjusted to employee inclinations. There is a presence of disengage between what the work market organizes and what HR believes is most vital, a circumstance which is further exacerbated by variety in what is most essential crosswise over sections. It is basic for HR administrators to comprehend the significance of specific ascribes to employees keeping in mind the end goal to outline and manage a powerful EVP activity that will attract, retain employees.

Albeit numerous studies (Eshiteti et al, 2013; Maluti, 2012; Mokaya, 2008; Waititu, 2010; Bula, 2012) have been directed in the ranges of employee attraction, maintenance, responsibility and how to persuade staff, there is by all accounts no examination study did to look at the connections in the middle of EVP and employee attraction, maintenance and engagement. Much writing depended on self-reported master or individual view of the degree of talent wars with restricted spotlight on the value of EVP in expanding the attractiveness of the organization in the work market. The study in this way looks to set up the impacts of EVP execution on employee attraction, maintenance and engagement. It is on this reason this study will be attempted to give directors important data to illuminate the advancement and usage of a solid Employee Value Proposition.

1.2 Objectives of the Study

- The main objective of this research is to investigate the effects of employee value proposition on performance of Organizations.
- To find out the effect of employee attraction on performance of Organizations.
- To assess how employee retention affects performance of Organizations.
- To determine the effect of employee engagement on performance of Organizations.

2. Literature Review

Employee Value Proposition is the arrangement of characteristics that the work market and employees see as the value they increase through job in the organization (Corporate Leadership Council Research, 2006). Employee Value Proposition (EVP) is the parity of reward and advantage, work strategies and rehearses, experienced by an employee consequently for their work: it portrays why the aggregate work experience is superior to at some other

organization and as needs be it might be basic in attracting and retaining quality individuals (Hill and Tande, 2006). It characterizes "the give and the get" in the middle of organization and laborer, incorporating each part of the work experience from the organization's main goal and values; to occupations, society and associates; to the full arrangement of aggregate rewards programs.

Regardless of the idea of the EVP being around for quite a long time numerous organizations are yet to value the significance of having a solid EVP as a system for expanding the attractiveness of the organization in the work market making it feasible for the organization to source from a more profound section of the work market (Corporate Leadership Council, 2012). Besides, most EVPs actualized by different organizations are not adjusted to employee inclinations i.e. there is presence of disengage between what the work market organizes and what HR believes is most essential, a circumstance which is further exacerbated by variety in what is most vital crosswise over fragments. An organization's EVP ought to be adjusted to its key expectations. Basic is the need to adjust employee attraction and maintenance frameworks with general technique.

2.1 Signaling Theory

Organizations have dependably been worried about attracting and selecting the "right sorts" of employees (Schneider, 1976 and 1987). Nonetheless, the relative consideration paid to attracting, versus screening, new employees relies on upon numerous variables, for example, the relative attractiveness of the opening and the general condition of the work market (Guion, 1976). With respect to pre-hire interchanges in the middle of candidates and organizations, no less than two inquiries merit future consideration. One concerns the signaling that happens in the middle of candidates and organizations without impeccable data (Rynes and Miller, 1983; Spence, 1973). Given defective data, fascinating inquiries exist about the inductions drawn from recognizable qualities (organization's item, candidate's GPA) to vital "questions" (organizational development potential, candidate inspiration). Instructive vulnerabilities additionally bring up issues about controlling the request of data presentation, and also the methods used to educate the restricting about unverifiable traits (candidate inspiration, organizational profession prospects). Since such issues are by and large subject to considerable organizational and candidate control, they would give off an impression of being productive ranges for future research.

2.2 Mixed Model of Employee Retention

Impacted by March and Simon's model of organizational interest and Lee and Mitchell's occupation inserted ness hypothesis (1994), a blended model, planning to (1) Analyze components inside of employee value proposition to indicate how imperative they are for employee maintenance and, (2) Show the significance of employee maintenance so that the organization can reinforce and build up those elements that firmly adds to maintenance opportunities. To pick up a more profound seeing how to retain employees, it is essential to recognize the components that impact employee value proposition subsequent to the relationship between employee value proposition and employee turnover is extremely solid (Teeraprasert et al, 2012). The blended model recommends that employee value proposition influences the attractive quality of development. High employee value proposition measures up to low attractive quality of development; low employee value proposition meets high allure of development. The attractive quality of development in connection to the simplicity of development, which is fundamentally controlled by the work market, influences the result.

2.3 Employee Engagement Theory

In the constrained research on the subject of employee engagement, there are streams that give engagement models. In his study on the mental states of individual engagement and disengagement at work, Kahn (1990) found that there were three mental conditions connected with engagement or disengagement at work: seriousness, wellbeing and accessibility. In the study to experimentally test Kahn's (1990) model, May et al. (2004) found that weightiness, wellbeing and accessibility were fundamentally identified with engagement.

The second model of engagement originates from the burnout writing which portrays work engagement as the positive direct opposite of burnout taking note of that burnout includes the disintegration of engagement with one's employment (Maslach et al., 2001). In their auxiliary model, Maslach et al. (2001) guessed that the vicinity of particular requests (i.e. work over-burden and individual clashes) and the nonattendance of particular asset (i.e.

control adapting, social bolster, independence and choice inclusion) predicts burnout, which thus is required to lead different negative results, for example, physical ailment, turnover, truancy, and reduced organizational responsibility.

2.4 Employee Attraction Review

Handler (2007) in his article on Hiring for Potential versus Aptitude noticed that "to make a viable procuring methodology, there is a continuum that directs the traits that ought to be measured in candidates. Discovering the right point on this continuum is the way to guaranteeing that procuring bolsters an organization's vital objectives and targets." Furthermore, connecting of vital and strategic drivers and in addition empowering agents is an astounding establishment for fruitful utilization of talent yet a comprehension of these drivers can help organizations to figure out where on the continuum of capacity versus experience their contracting practices ought to be.

One stream of surviving research explores organizational qualities and their consequences for attraction to the organization. Auxiliary qualities, for example, decentralized choice making and reward framework (Bretzet al., 1989), are appeared to impact impression of attractiveness. The prominence of employer branding among HR professionals and the absence of scholastic research on the theme brings up fascinating issues for management researchers. This study along these lines looks to expand the extent of research here in the Indian connection.

2.5 Employee Retention Review

Research recommends that employer brand decreases turnover and build employee steadfastness (Kucheroov and Zavyalova, 2012). By looking at information from 113 organizations crosswise over commercial enterprises, the study found that the normal turnover rate of the organizations with employer brand is 10%, while general turnover normal is as high as 16%. Moreover, a few researchers contend that employer branding strengthens and changes organizational society. A study on the inner showcasing effort by People Energy Corporation found that as the branding effort advances, employees become tied up with the new corporate society, adjust their practices to what was requested, and consequently added to the social standards in view of the set up desires of the organization (Bergstrom and Anderson, 2001).

A study by Xia and Yang on Chinese showcase likewise demonstrates that employer brand sways organizational society and organizational trade, in that as employer brand satisfies employees' profound and material needs, employees respond with higher inspiration (Xia and Yang, 2010). Employer brand is perceived as a capable apparatus to help employees to disguise corporate values (The Conference Board, 2001), to shape corporate society (Backhaus and Tikoo, 2004), to connect with employees, and to adjust talent management to business techniques (Kunerth and Mosley, 2011).

An employer brand can be utilized to offer organizations some assistance with competing successfully in the work showcase and drive employee reliability through compelling recruitment, engagement and maintenance rehearses. All organizations have an employer brand, paying little respect to whether they have deliberately tried to create one. To be compelling, the brand ought to not just be clear to hopefuls at the recruitment stage, however ought to educate the way to deal with people management in the organization.

A capable system for retention is essentially to guarantee that people feel they are valued. In this manner, all the above components signifies an employee value proposition which, as a method for attracting and retaining high potential employees, perceives that they will be searching for solid values and hoping to be very much overseen, to have flexibility and self-sufficiency, high occupation challenge and vocation opportunities. Numerous organizations have created formal employer branding or are occupied with growing such a system (Conference Board, 2001).

3. Data Analysis and Findings

This segment introduces an examination of the aftereffects of inferential insights. The researcher led a numerous relapse analysis in order to examine the impacts of employee value proposition on performance of organizations in India. The researcher connected the statistical bundle for analysis of data.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.826 ^a	.80	.896	.522

[a.Predictors: (Constant), Employee Attraction,Employee Retention,Employee Engagement andEmployee Involvement]

Dependent Variable: Employee Value Proposition (EVP)

Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (Employee Value Proposition (EVP)) that is explained by all the four independent variables (Employee Attraction, Employee Retention, Employee Engagement and Employee Involvement).

The five independent variables that were studied, explain 80.0% of variance in poverty alleviation as represented by the R². This therefore means that other factors not studied in this research contribute 20.0 % of variance in the dependent variable. Therefore, further research should be conducted on to investigate the effects of employee value proposition on performance of organizations.

Table 2: ANOVA (Analysis of Variance)

Model	Type	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.238	7	.267	67.0	.001 ^a
	Residual	5.335	180	.256		
	Total	35.573	187			

[a.Predictors: (Constant), Employee Attraction,Employee Retention,Employee Engagement andEmployee Involvement]

The F critical at 5% level of significance was 7.84. Since F calculated is greater than the F critical (value = 67.0), this shows that the overall model was significant. The significance is less than 0.05, thus indicating that the predictor variables), explain the variation in the dependent variable which is Employee Value Proposition (EVP).

Table 3: Multiple Regression Analysis

Model		Coefficients			t	Sig.
		B	Std. Error	Beta		
1	Constant	3.756	.78		6.645	0.005
	Employee Attraction	3.456	0.246	0.687	0.265	0.004
	Employee Retention	2.253	0.256	0.510	0.245	0.034
	Employee Engagement	2.256	0.667	0.316	0.156	0.002

[a.Predictors: (Constant), Employee Attraction,Employee Retention,Employee Engagement andEmployee Involvement]

From the regression findings, the substitution of the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 +$

β_4X_4) becomes:

$$Y = 3.756 + 2.253 X_1 + 3.456 X_2 + 2.253 X_3 + 2.256 X_4$$

Where Y is the dependent variable (Employee Value Proposition (EVP)), X₁ Employee Attraction, X₂ is Employee Retention, X₃ is Employee Engagement and X₄ is Employee Involvement. According to the equation, taking all factors (Employee Attraction, Employee Retention, Employee Engagement and Employee Involvement.) constant at zero, impact of Employee Value Proposition (EVP) will be 3.756.

The data findings also show that a unit increase in Employee Attraction variable will lead to a 3.456 increase in Employee Value Proposition (EVP); a unit increase in Employee Retention Will lead to a 2.253 increase in Employee Value Proposition (EVP); a unit increase in Employee Engagement Will lead to a 2.256 increase in Employee Value Proposition (EVP) while a unit increase in Employee Involvement will lead to a 1.964 increase Employee Value Proposition (EVP).

4. Conclusion

A strong employer brand that helps you create competitive advantage in the talent market begins with a well-defined Employee Value Proposition (EVP). Employer brand is the impression candidates have of a company and what it would be like to work for that company.

The employee value proposition defines the full array of elements a company delivers to employees in return for the contribution they make to the organization. It's a deliberate construct of the underlying "offer" on which the organization's employer brand is based.

According to research by the Corporate Leadership Council, a well thought through and executed EVP can:

- Improve the commitment of new hires by up to 29%.
- Reduce new hire compensation premiums by up to 50%.
- Increase the likelihood of employees acting as advocates from an average of 24% to 47%.

However, the value of an EVP goes way beyond cost and time savings, it also:

- Helps you attract and retain talent you might otherwise lose to organizations with more attractive EVPs.
- Helps you appeal to people in different markets and tough-to-hire talent groups.
- Helps you re-engage a disenchanted workforce.
- Helps you understand what your HR priorities should be.
- Helps you gain a reputation as a great place to work.

Along with all these benefits and contribution it also does the following

- Show a turnover rate up to 40% lower than companies with lower levels of engagement
- Gain up to 18% higher levels of productivity
- Gain up to 35% more efficiency
- Be 59% more likely to innovate
- Improve customer loyalty: 41% of customers are loyal because of good employee attitude
- Improve customer experience: 70% of brand experience is determined by 'people experience'

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