Evaluation of employee branding of topmost hotels through online websites and social media

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ABSTRACT
Employee branding refers to the organization's image, nowadays companies prioritise employee branding as many people prefer to check the contents of online sites to know more about the company. The Brand model shows how and why employee branding is important in an organization. And this research is about evaluating the employer branding strategies through the online sites. The paper focuses on evaluating employee branding through Career site, Facebook, LinkedIn, and Instagram page of some selected companies.

KEYWORDS: Employee Branding. Career page, social media, Facebook, Instagram, LinkedIn

1. INTRODUCTION
In this era of technology, the Human resource department has adopted many innovative concepts to overcome the issues (Gehrels & Looij, 2011). The hospitality sector has been facing challenges to attract potential candidates and here comes the concept of employee branding which can be considered as a precaution (Gehrels & Looij, 2011). Employee branding is a part of employee engagement. So first we should have a clear idea of employee engagement, it is a method that is designed to improve the employees' commitment towards their work and their organization. Employee engagement has its own importance like it helps to reduce employee turnover and lowered the absenteeism rate. If an employee feels engaged with the organization, it can create a hugely positive effect on their performance and efficiency and more satisfied customers which can enhance the company culture and business outcomes. Now employee branding is a new strategy in this employee engagement, the core idea of employee branding is to present the company's culture and employee stories in a way to present the organization

in the best possible light. Employee engagement is not only helping the organization to attract more talent but also it helps to increase the productivity of the existing employee and it also creates an impact on the reputation of the organization and builds customer trust. But as always there are some clauses like employee branding will be effective if your employees love to work for you and are proud to be a part of this organization (Gehrels, Wienen, & Mendes, 2016). So, the main thing is the happier satisfied employee, the better your organization image, as the brand image is all about the engaged employees (Malati & Sehgal, 2011). Now come to the part of attracting talent and how employee branding can help with this. As people have become more tech-savvy, social media, career sites make it easy to find more information about any company and its work culture. As per a source, it says that 84% of the job seekers applied for the job based on their employee branding reputation of an organization and also another source says that 9 out of 10 candidates are interested in a company if the company effectively maintains the employee branding. So, it is clear that for attracting and retaining talent employee branding is an effective strategy.

Now talking about the sector, the Hospitality sector in India is one of the fastest-growing sectors for the next decade. This sector witness's diversity both in terms of workforce and areas of interest. The hospitality industry is the combination of different fields like food, lodging, transportation, planning, events, theme park, travelling, and other areas in the tourism industry. There are various operations and functionalities involved in this industry. Hospitality is termed as a planned, calculated, and continuous effort to create and maintain mutual understanding between the organization and the stakeholders (public, customers, etc.) for making business and ambiance of better understanding. The outcome of this sector is intangible and perishable.

In the hospitality sector, it is a huge problem to attract or retain potential candidates as in today's world only the brand name is not enough as there is huge competition in the labour market (Gehrels & Looij, 2011). Employee branding plays a vital role because in other words it's the image of the organization and it can differentiate the organization from the competitors. The research paper is about the strategic concept of how some selected top companies of hospitality industries in India use their employee branding strategies. This paper has only scope to the Lodging segment of this industry. The lodging segment includes Hotels, inns, Resorts, Motels, Pensions. We have mainly dealt here with hotels which are classified as

- Star Classification.
- Classification based on the location of the hotel.
- Classification based on clientele.
- Classification based on length of the guest stay.
- Classification based on size.
- Classification based on the plan.
- Classification based on ownership and affiliation.
- Others.
- Our primary focus in this paper is with the Star classified hotels, which are as below.
  - ✓ Five star deluxe
  - ✓ Five-star
  - ✓ Four-star
  - ✓ Three-star
  - ✓ Two-star
  - ✓ One-star

The researchers have considered the following five-star deluxe and five-star hotels for our analysis.

- **ITC Hotels:** In India, ITC hotel is the third-largest hotel chain headquartered in Kolkata India. It has more than 100 hotels in 70+ states. It is a part of the ITC Limited group and was founded about 46 years ago. Under the ITC hotels, many brands are operating like ITC luxury collection, Welcome hotels, Fortune hotels, and welcome heritage hotels (ITChotels.com). It has been declared as the best employer in the Asia region by the global

human resource consultancy and outsourcing firm (Welcome group tops Hewitt best employer, 2009) based on their restless execution of programs, managers' persistent empowerment, and efficient HR functions. ITC Hotels has a unique value proposition that is planet positive, and their intervention has made them the greenest luxury hotel chain in the world and their fourteen luxury hotels are now LEED (Leadership in Energy and Environmental Design) Platinum certified. (ITChotels.com).

- **Hyatt Hotels Corporation:** Hyatt hotels corporation in another word Hyatt Hotels and Resorts is an American multinational company which has their presence in 68 countries across six continents. It has more than 1050 hotels across the world. In the year 2020, The Human Rights Campaign has announced the organisation 100% in the HRC Equality Index for more than ten years (Wikipedia, 2020) As per the Fortune 500 In 2019 Hyatt is the #32nd ranking company that provides a great workplace. In India, Hyatt comprises 32 hotels from the eight brands which are- Andaz, Park Hyatt, Grand Hyatt, Hyatt Regency, Hyatt, Hyatt Centric, Hyatt Place, and Alia.

- **Taj Hotels:** Taj hotels a luxury hotel chain that was incorporated by the TATA group in 1903. It is headquartered at Express Towers, Nariman Point, Mumbai India. Taj hotels operate 100 plus hotels and resorts in 84 cities in India and 16 in other countries. Taj has its presence in India, North America, United Kingdom, Africa, Middle East, Malaysia, Sri Lanka, Maldives, Bhutan & Nepal. As per the Brand finance report, "Hotel 50 2021" Taj hotels achieved the top position as the strongest brand with an 89.3 BSI (Brand strength rating) score out of 100 and a corresponding AAA brand strength rating.

- **Marriott International Inc.:** Marriott International is an American multinational company headquartered in Maryland. Marriott is the largest hotel chain in the world based on its number of rooms. It was founded in 1927 now after 94 years it has its presence in 132 countries and territories worldwide. In 1993 the parent company was divided and Marriott International was born. Under the Marriott, there are 30 brands. Marriott has 1423044 rooms in their over 6500 hotel properties. Marriott has a diversity inclusion in their workplace, they have the best part in their culture is they give equal chance to everyone, it does not to be a person with a disability, veteran status or any other basis protected under federal, state, or local laws. As per the Fortune 500, Marriott is in the #293rd position in FY2020.

- **Radisson Blu:** Radisson Hotels is an international hotel brand based out of the United States. It is a division of Radisson Hotel Group, and it operates the other famous brands like Radisson Blu, Radisson Red, Radisson Collection, Country Inn, and others. They started their very first hotel in Minneapolis in 1909 with sixteen stories buildings. Their first hotel is running today under the brand name Radisson and the hotels with the brand Radisson are mostly speeded across the United States. Their other brand 'Radisson Blu' with a presence across major cities started its journey in 1960 in Denmark. One of their other brand hotels, Radisson Collection, was formally known as Quorvus Collection and converted to the Radisson Collection brand after 2014. Radisson Hotel group wins big with over 300 hotels recognized at the 2021 Travelers' choice awards.

- **Oberoi Group:** The Oberoi Group is a luxury hotel group with head office in Delhi founded in 1934. The group has 31 luxury hotels and two river cruises which they own and operate. The group currently manages 33 hotels under the luxury brand Oberoi Hotels & Resorts with five-star properties under the Trident Hotel brand. The Group's new luxury hotels have established a reputation for redefining the paradigm of luxury and excellence in service amongst leisure hotels around the world...

2. REVIEW OF LITERATURE

In the top 10 list of the companies, two things are common for most of the companies, one is they are multinational, and second is they have an effective and large Human resource Department (Gehrels & Looij, 2011). According to Worsfold (1999), the hospitality industry has found that the functionality is much lower than the need. Although the survey of Worsfold

is a bit out of date and maybe the situation in the Human resource department is better or similar to the other industries, the hospitality sector still faces a lag in attracting and retaining potential candidates (Gehrels & Looij, 2011). To attract, engage and retain potential candidate organisations have to make a strong employee branding strategy. It is very important to keep potential candidates because when an individual employee is engaged it can create an impact on the organisation's performance. A company is successful when its values align with its employees (Thorne & Pellant, 2007). Attracting Candidates- A company should deliver an effective and clear vision because it can create a great image of the company in front of the candidates (Gehrels & Looij, 2011). Employee branding can help in this matter. If companies effectively share posts about their work culture, their employees' stories on social media sites it can help to attract more job seekers as now 9 out of 10 persons are on social media also by sharing these, they can promote their brand image.

Engage employees- Employee engagement is a method to motivate the employees. A well-motivated employee can become a "Star Performer" (Wels, 2007). To achieve success in a business company, you need better performance from the employees and for better performance, an employee should feel more engaged and motivated (Throne & Pellent, 2007). Recognition is one of the elements to motivate candidates, if their stories and their feedback or their good performance is getting shared by the company it can work as motivation and they feel more connection towards the organisation. Employee Retention- As the days passed the employee loyalty getting less, now they switch their jobs more often. "They act as consumers in a crowded market" (Gehrels & Looij, 2011). So, this is more important to create a relationship with individual employees to retain them longer (O'Malley, 2000). Companies also can use employee branding strategies to feel more connected to the company.

Overall, these concepts say that Employee branding is a strategy to differentiate the brand from other competitors by attracting and managing the talents by motivating and retaining them (Gehrels & Looij, 2011). Employee Branding helps to create a brand image where the brand ambassadors are the employees, and this concept can help the company to create a bond with job seekers and employees. It does not replace anything that an organization has been doing but it helps to bring all things together to create a greater effect (Minchington, 2007).

Below, the integrated brand model is a visual representation of how the organization's performance is interconnected with employee branding. If the company's employee branding is good, it will directly affect brand reputation which can help insider brand identification and attract more outsider talents. As the insider identification gets stronger it can help an employee to feel more engaged and the retention rate automatically will be low. So, effective employee branding can make satisfied, motivated, and loyal employees so the organisational performance goes well.
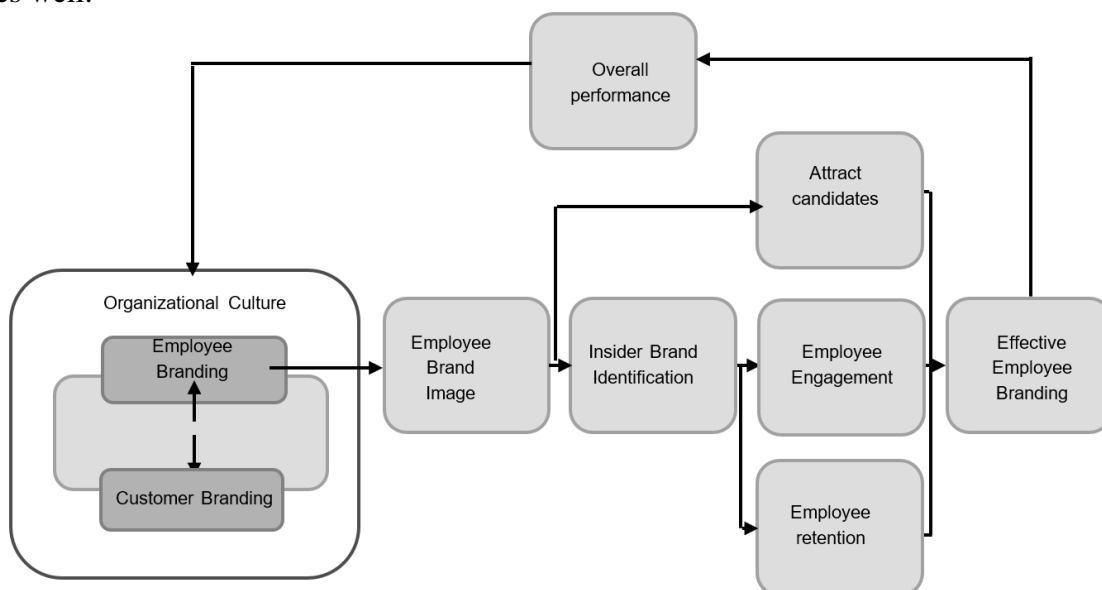

Figure 1: Integrated Brand model

Employee branding is a mixture of recruitment selection practices and marketing which helps to create an image of the organization in front of customers, employees, and stakeholders. (Wallace, 2013) It is an image of happy and motivated employees. Social media plays a vital role in employee branding because when the company posted any recognition stories it creates a positive impact and as a result, the employee can feel more attachment and on the other hand, the company can prove itself as a great workplace (Ference, 2012). It is also used as a strategy of recruitment as candidates got more attracted if any companies employee branding is good (Randstad,2014). As per research on LinkedIn, which is done among the companies worldwide, it is clear that for 62% companies, employee branding is a prime concern. Even we can notice that in the recent year getting more focus on their employee branding strategy and as a strategy, they mainly focus on the professional media (LinkedIn), social media (Facebook, Instagram), their career site contents. Now it's a necessity for companies to update their content frequently to be on top of mind.

The most effective tool to grab the attention of youngsters is social media, it is also a simple and affordable way. (Kaur, 2015) Facebook has roughly 2 billion monthly users and most of the companies have a presence on Facebook so it is a great tool to reach people and show them the great side of the organization's branding visually and effectively (Parker, 2015). And the same thing goes for Instagram also. The professional media means LinkedIn has about 690 million users and it is a perfect medium to find a potential candidate and build a professional network. So, in one word if in LinkedIn any organization can deliver their employee branding positively then it has a great chance to attract talents also there must be existing employees in LinkedIn, their employee branding posts, and employee testimonials can create a great image for the company.

Still now the job seekers use the company website to find their dream job so not only the social media but also the career page must be interactive. Even sometimes company uses the career page link when they post about vacancies on social media. So, it is very important to update the career pages as well as the social media pages updated frequently because before applying for job candidates check their various platforms to know more about them (Gehrels, Wienen, & Mendes, 2016).

So, what makes the social media platform and career site of a company more effective in reference to employee branding? It must be varying from company to company but still there is always some general information which attracts more candidates. In this list, the first comes is the information about the vacancies which are available in the organization, and it should be updated on the regular basis. The next is the event information. There are always some candidates who are interested in the events, webinars to know about the company values from the words of an experienced person. In this list there always should be a part that should define their values, visions, and missions to know more about their ethics and goals. There also should come a part about the achievement stories about the experiences in this organizations. Their positive feedback can create a great impact and the career growth option will always help to attract and retain potential candidates and employees. So, this is important for an organization to benchmark their online presence through social media and websites.

There was always a question that whether the employee branding works practically or not? Although many authors claim that many organisations who implement this employee branding strategy, achieve a better result (Gehrels & Looij, 2017). For the hospitality sector to attract and retain talent is a serious issue as the work culture image of the hospitality sector is very poor. In addition, it also can be heard that the hospitality industry has poor employment (Lucas, 2002). The research paper is about the strategic concept of how some selected top companies of hospitality industries in India use their employee branding strategies.

3. METHODOLOGY

The study adopted qualitative data to analyse the effectiveness of the contents of the social media and career websites for some selected top hotels in India. The contents which are published in online media and their websites work as a relevant tool for this research because the number of users is increasing day by day and the contents of the organisation can attract

more and can change their view on what they are researching (Lai & To, 2015). Mainly this research is about to know more about the reality of the online and the effects of the posted content on people (Zhang & Wildemuth, 2007). For analysing the effectiveness, a coding diagram is used with various parameters (HSie & Shanon, 2005). The below schematic diagram is an overview of the effectiveness of the contents in the social media and their career site which is used by some selected companies.

At first, the different media is checked individually on these various parameters. This coding diagram is made in Microsoft word with the help of a radar chart to checking their effectiveness on different parameters and the project plan of CEB (2015a, 2015b), and besides all of this the Blu Ivy Group's (2013) recommendation is adapted for creating the benchmark the parameters regarding the employee branding. Here the parameters are judged by the scores of 1 to 5, where 1 means low and 5 stands for excellent.

Here the hotels which are taken for analysis are ITC hotels, Hyatt Hotels Corporation, Taj hotels, Marriott International India Pvt Ltd, Radisson Blu Hotels, The Oberoi Group. Their employee branding is judged by their online social media and career sites on the date of 24th June 2021. The use of these parameters is to check their employee branding strategy.

4. DATA ANALYSIS & FINDINGS
Parameters to judge the online sites of the Hotel in regarding the employee branding.

Job vacancies
Employee branding is a strategy that is used by a company to recruit talents and to position their company more attractive and top-of-mind company for job seekers (Randstad, 2014). The CEB (2014b, 12) explained employee branding as the "efforts undertaken by employers to manage labour market perceptions". Here the job vacancy posting plays a vital role as it is a chance for the candidates to apply who are interested as the millennials are mostly active in social media to it can create a chance to attract potential candidates by regularly updating the job vacancies. Also, on the career page after reading about the company's culture, career growth options they might want to be a part of the organisation, it is a cost-effective and friendly process to update regularly about the job vacancies.

Event Information
Another important parameter to show about the company's event means to inform more about company's awards and achievement, company's noble working towards the society or nature or anything even any webinar or university programs to help students for their better future is the best part to show about the good side the company and why anyone should join in their company. Also, it is a great strategy to post the picture or videos of employees on various events like Mother's Day, women's day, father's day, yoga day and many more because it can work as a motivation and as well as they will feel more connected with the organization.

Defining Organization value
The first thing about any company which can attract a candidate is their core values. A company value means their ethics, their culture which can create a huge impact in work culture, so it is a great employee branding strategy to attract more and more candidates by giving them information about the values of companies and it is also a great chance to create a positive impact on not only the employees but also on the eyes of customers, stakeholders, site visitors. When the workplace is good then employees are more likely to be engaged and fulfilled, organizations are more likely to be productive, profitable, also will be flourished.

Employee achievement stories
When we are thinking about employee branding the first and foremost thing, we have to keep in our mind that employees are the brand image, so employee achievement stories take a huge position in employee branding. Achievement stories are the thing which can motivate not only my existing employees, but this recognition can attract many job seekers also the

customers by reading about the good work of the employee. Employees will get highly motivated if their works are recognized by the employer. If they share the achievement stories in the public domain like the company's career page or be it social media handle, then employees will keep their good work and always be highly motivated.

Career Growth

A candidate will prefer an organization where they could find good career growth. The skills that an employee poses should be utilized properly by the employer. Also, there should be more scope to learn. And for a candidate, it is important to know about the career growth options in a particular organization before applying for a job. It is also important because if there is no career growth in the organization then retaining potential employees is a tough job for the company. So, the company should mention their career growth opportunities on their online sites to grab the attention of more and more candidates.

Update Frequency

An updated medium will always be preferred by the candidates. If the updates are not regular, then no one gives that importance. Older posts also will not be that relevant. So, it is a very important factor how often the posts are getting updated. If it's not, then there will be no relevancy and posts will get lost in their value and certainly get ignored.

No of followers

This defines the reach of the organization. The higher the number more the interests skewed to that organization. It also depends on many factors like what is the frequency of the updates, how lucrative the posts are also how effectively they are branding themselves and their employees.

For the hospitality sector, it is a big problem to attract and retain potential employees. The image of the hospitality sector based on working is very poor as the hospitality industry still represents low compensation and poor employment (Lucas, 2002). It can be noticed that Hotels do not give priority to human resource management (Worsfold, 1999). It was also concluded that selecting and attracting candidates was the main responsibility of the manager who also was responsible for personal management (Gehrels & Looij, 2017). Then there comes the concept of Employee Branding where a company can showcase their good sides like their values, workplace, they can create their employees as the brand ambassador to inform the world that they care about their employees and their workplace culture is the best to attract more talents.

Strong Leadership

Strong leaders at the top- level are able to focus on the process of change, adjust to the ever-changing business environment, and develop a fresh vision for the organization. Leaders who are focused on bringing about change foster idealized influence, motivation that inspires, intellectual stimulation, and individual focus. (Bass, 1985). Leaders who exhibit idealized behaviours and attitudes promote integrity and tolerance in their subordinates. These leaders work tirelessly to persuade subordinates of their new vision and the benefits it will bring to all of them, as well as to alter their mindset regarding change management. Employees that are prepared for change management are more flexible. Leaders empower their staff to think critically and use creative solutions (Mainemelis et al., 2015; Shafi et al., 2020) to overcome obstacles in a volatile work environment. (Muduli, 2017) in his study revealed that transformational leader fosters an atmosphere that encourages employee engagement and empowerment. He further stated that empowered employees are more flexible and nimbler. Effective leadership impacts personnel trust (Islam et al., 2021), and ethical behaviour (Khan et al., 2020). (Shafi et al., 2020) stated that association between strong leadership and employee innovation is moderated by intrinsic motivation. Strong leadership and the development of human resources through organizational innovation strengthen competitive advantage of the organization (Banmairuroy et al., 2021). Effective leaders encourage

creativity, learning and growth, collaborative decision-making, transparent dialogue, and their followers become productive members of the workforce (Barrick et al., 2015; Bass et al., 2003).
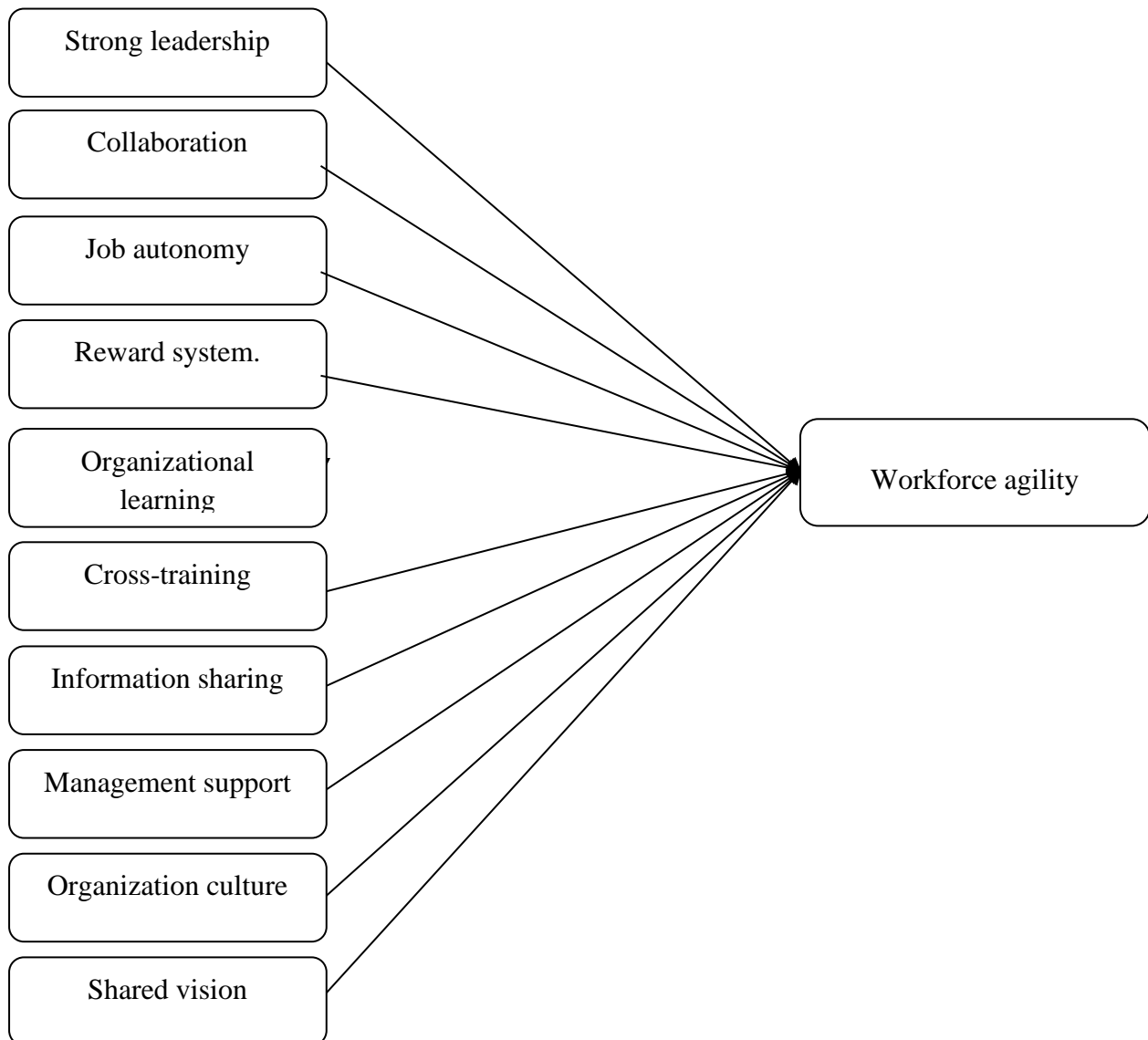

Figure 2. Drivers of Workforce agility

Collaboration

The act of handshakes between various functional groups is called collaboration. Digital technologies have spurred new forms of cooperation both inside and outside of the organizations, particularly in the service sector (Manca and Kaulio, 2018). Furthermore, virtual organization and collaboration have been found to be important facilitators of workforce agility (Goldman and Nagel, 1993; Oyen et al., 2001; Sharifi et al., 2001). (Breu et al., 2001) stated that teamwork environment or collaborative setting is important for fostering employee agility and the term "teamwork environment" here refers to the conditions under which a team operates internally, externally, within a group, and across functional boundaries. Teamwork in the workplace facilitates information and knowledge sharing. Another study highlighted that employees that work in a positive and supportive team environment will have access to accurate, thorough, and insightful business information that will help them make wise business decisions and the organizations can benefit from the synergy created by cross-sector collaboration in completing their projects on time.

Job autonomy

The degree of freedom an employee has to choose their own work schedules and strategies for when and how to complete a task is known as job autonomy (Sherehiy &

Karwowski 2014). It acts as a key to unlock employee agility. Having the freedom to make decisions that impact the organization's strategic direction is regarded as one of the best approaches to develop an agile workforce. This is primarily because it enables quick planning and execution (Muduli 2016). Providing personnel a lot of control over the work they are assigned improves their understanding of the problems and helps them come up with more innovative, adaptable solutions. One example of this would be solving small-scale problems without the need for a chain of supervisors to monitor the process. Employees who have greater autonomy over what, when, and how they complete tasks are better able to adapt to unexpected changes and may even seize opportunities that could result in positive changes (Sherehiy & Karwowski 2014).

Reward System

From the perspective of workforce agility, compensation systems are also crucial. (Sumukadas and Sawhney 2004) categorized pay systems into two broad groups: non-traditional (improvement-based incentives, non-monetary rewards, skill-based pay systems, etc.) and traditional (profit-sharing, gainsharing, and Employee Stock Ownership Plans [ESOPs]). They came to the conclusion that non-traditional strategies work better to foster workforce agility.

They contend that task variability is emphasized by skill-based pay schemes. Workers are rewarded according to the quantity and quality of skills they have learned, which is in line with workforce agility. This is the only lower-order involvement strategy that both directly affects workforce agility and supports power sharing is the use of non-monetary incentives. (Muduli 2016) also confirmed in his study that after employee autonomy, reward system has the most influence in facilitating workforce agility.

Organizational learning

Through the process of organizational learning, new knowledge and insights are generated from the experiences of individuals in the workplace (Naranjo Valencia, Sanz Valle, and Jimenez-Jimenez, 2010). Enhancing organizational knowledge and learning culture is the most prevalent internal resource for attaining sustainable achievement (Alavi et al., 2010). Shared vision, commitment learning, and open-mindedness are the three key variables that Sinkula (1994) identified while modelling organizational learning as a latent variable. Gunasekaran (2001) highlighted the importance of training in creating workforce agility as a continuous process, as employee learning never stops. Through learning and training programs, employees develop new skills. It also increases employee flexibility and their capacity to adapt to changing market conditions (Crocitto and Youssef 2003). Organizational learning is a push factor for the employees to be creative and open to new ideas.

Cross-Training

The term "training" describes a planned and structured approach to learning and development with the goal of achieving and enhancing individual, team, and organizational effectiveness (Goldstein & Ford 2002). An effective strategy for creating and preserving multi-functionality and redundancy in an integrated way is cross-training. Redundancy is the number of people who are capable of performing a specific task, whereas multi-functionality is the number of different tasks that each individual is able to perform. According to Martin (2015), training is a crucial strategy for developing an agile workforce because, in addition to generating new knowledge, it matches employees' developmental needs with the organization's strategic objective.

According to Nembhard (2015), there are three main reasons why training is conducted: 1) to provide employees with a diverse range of skills (known as cross-training); 2) to provide just-in-time skills that can adapt to sudden changes in the workplace; and 3) to support cognitive and motivational factors. Since cross-training equips workers with a wide range of skills and facilitates seamless transitions between tasks, it's a powerful tactic for guaranteeing workforce agility (Muduli 2017). This facilitates their easy allocation by the organization to

locations that are advantageous to the company in the short and long term (Glinska, Carr & Halliday 2012).

Information or Knowledge sharing

Workforce agility can be effectively promoted by integrating and optimising information sharing procedures. This is because employees will have access to information in real time, which will inevitably make decision-making and threat and opportunity forecasting easier and faster. (Cai, Huang, Liu & Wang 2018) suggest Enterprise social media (ESM) as one such information system that facilitates the sharing of documents, ideas, and knowledge among employees and broadens their social networks.

ESM accomplishes this with its features, which include open conversation, microblogging, enterprise web pages, and instant messaging. Employee knowledge development is facilitated through knowledge sharing, and knowledgeable workers are essential to the growth of an agile company (Alavi et al 2014).

Management Support

A high degree of support from management is beneficial to employees' agility. Studies connect employees' adaptive behaviours to their supervisors' support (Griffin & Hesketh 2003). Manager support helps employees in aligning their individual goals with the strategic objectives of the organization. As a result of this alignment which comes from management's participatory approach, employees make decisions more quickly which increases their agility (Nijssen & Paauwe 2012). For managers to support their subordinates, they also need to be agile. There has been a significant change from the previous emphasis on people management and responsibility delegation. Managers are now expected to be flexible, possess strong technological leadership skills, and have intimate knowledge of the needs or domain of their clients (Ajgaonkar 2021).

Organisation culture

One of the factors that can be directly attributed to individuals is work culture. Thus, the first prerequisite for any organization is an organisational culture that is adaptable to new ideas, innovations, and technologies. (Breu et al., 2001; Goldman and Nagel, 1993; Muduli, 2016) and that establishes programs for employees' training and development to assist them to acquire the skills they need (Crocitto and Youssef, 2003; Gunasekaran and Yusuf, 2002). Organisations biggest challenge is to encourage workforce transformation along with a learning culture that promotes a learning and growth mindset of employees with the help of development of learning programmes (PWC, 2019d).

Shared vision

A common goal ensures alignment across the company. According to (Verona 1999), employees of an organization are less likely to expect meaningful learning if there isn't a common vision. To put it simply, even if staff members are eager and willing to learn, it will be challenging to identify and comprehend what needs to be learned in the absence of a shared vision Lack of unified direction is a common issue in organizations, preventing many creative ideas from ever being put into practice (Hult 1998).

Workforce agility and a common vision are related to and dependent upon one another, according to (Gunasekaran 2001). A workforce lacking a cohesive vision is ill-equipped to adapt to learning tasks in a timely and efficient manner. (Brown and Eisenhardt, 1995) emphasizes that various organizational departments and units have distinct methods for obtaining and presenting information.

As a result, information is understood differently by individuals in different functional domains. Therefore, a common vision unifies and integrates the priorities of different departments, enhancing the standard of learning.

Results

In this research, it can be known that all the organization has their career page in their corporate websites there they all individually mentioned about the vacancies available in their company.

On LinkedIn, the companies have their brand page but none of them has a career option on their LinkedIn page. As in LinkedIn, every brand has its own corporate Facebook page, while only Marriott has equipped with a Facebook official career page and other brands have their corporate pages with no career section. For Taj Hotels, ITC Hotels, Marriott International, Hyatt hotels corporation, Radisson, Oberoi have their location-specific hotel pages. But they are more actively update their post on their main corporate page.

In this research, they actively update their content on all their social media pages. We have assigned a scoring system for the hotel pages based on the parameters we have decided earlier between their Facebook, Instagram, LinkedIn, and Career pages. It is found that except for ITC hotels and Oberoi hotels other brands have much higher connections than the likes and follows on Facebook and Instagram. The LinkedIn followers range falls between 186547 to 1702648, for Facebook the follower's range is from 85526 to 1352888 and for Instagram, the follower ranges fall between 21.9K to 227K. In below there is a visual representation of averagely the parameters consistency in different online sites.

Facebook

Instagram

## LinkedIn

Career Site
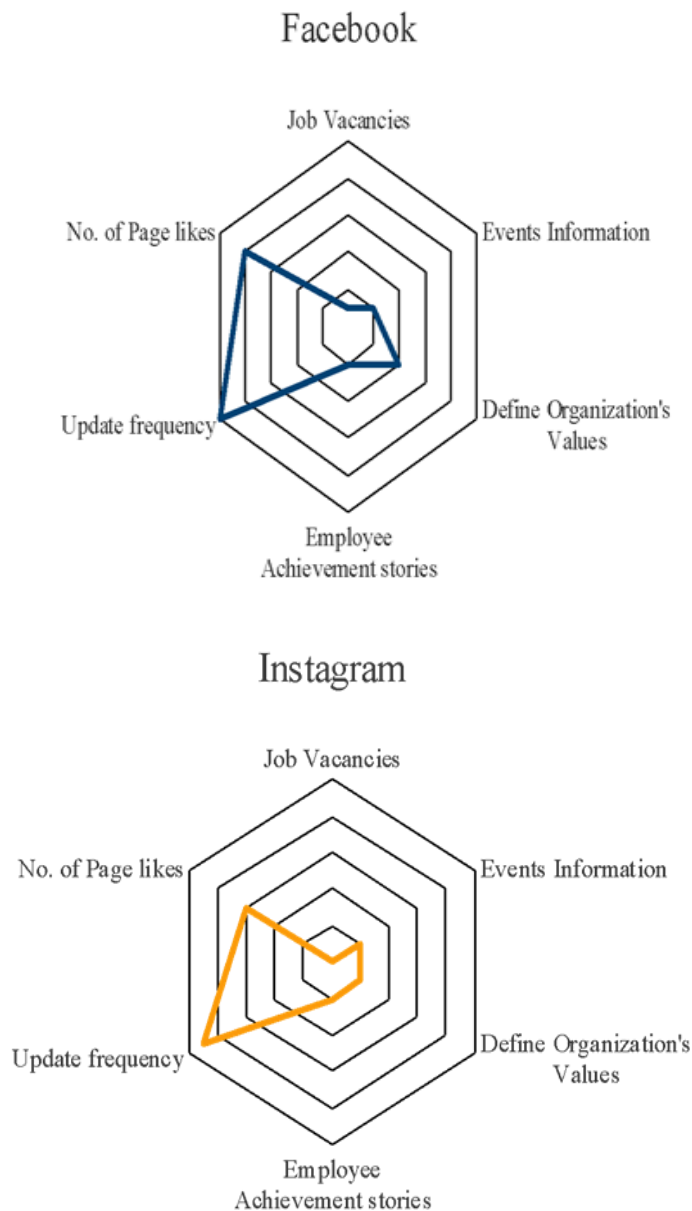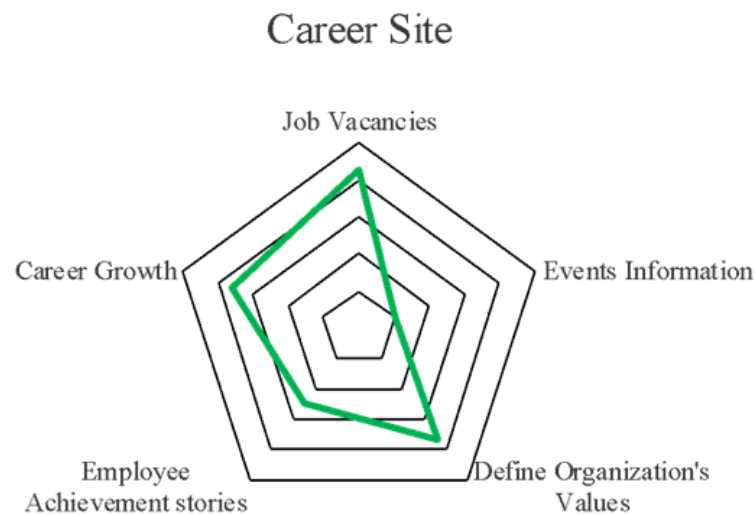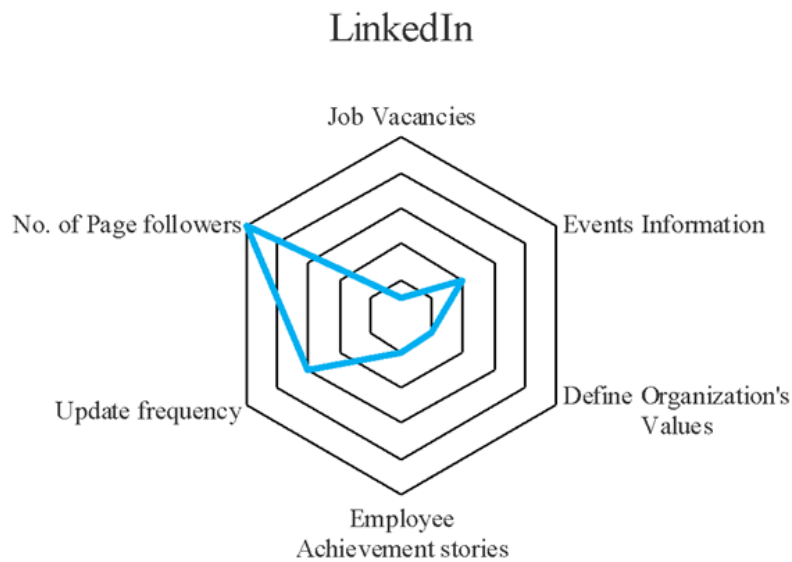
It is an average score for each online site we have considered in our research. The fig1. graph it can be concluded that on Facebook the companies are on and averagely more active on their update frequency and their average number of likes even decent on their corporate Facebook page. Companies can add more about their job vacancies related post companies' values and ethics, the stories about their employees' achievement and the event information.

However, they posted about the special occasion, their special offers, and services, their noble work done which can create an impact on the customers. In fig 2. The companies' post updated frequency is as higher as on Facebook, but their followers are less than on the Facebook page. The companies should more concentrate on their posts about the job vacancies as there are many generation people on Instagram who are seeking jobs also, they should more post about the events information and organization values and employee achievement stories to present their workplace culture more effectively.

In fig 3. It can be concluded that all the companies have their LinkedIn account, and they have a huge no. of followers on average. But there is a lack in their LinkedIn page as their frequency of updated posts is not good enough like Facebook & Instagram. Also, there a little information about the job vacancies, events and organization culture, and values. They mostly updated their post based on their offers and services. They can work upon this and make their most on their engagement related.

Facebook
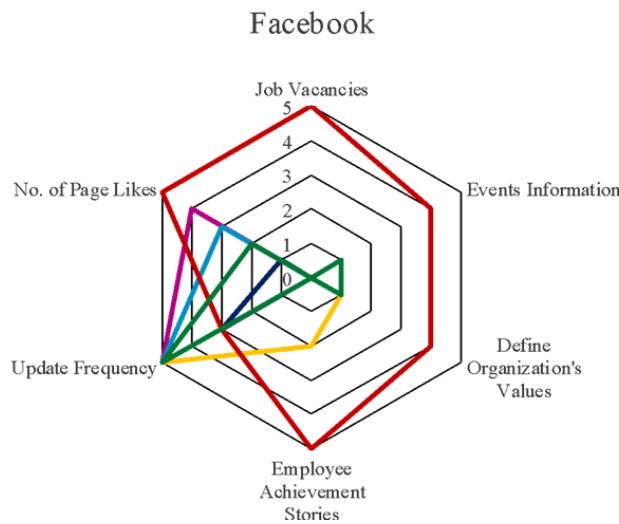
From fig 4., the career site provides information about their companies' values and cultures, and they have updated regularly about their job vacancies. It is a great thing for attracting candidates and in addition, the career growth option plays a vital role to not only attract the talents but also retains them. But still, there is some lag in their pages like they should have more shared about.

Instagram

LinkedIn

Career Site
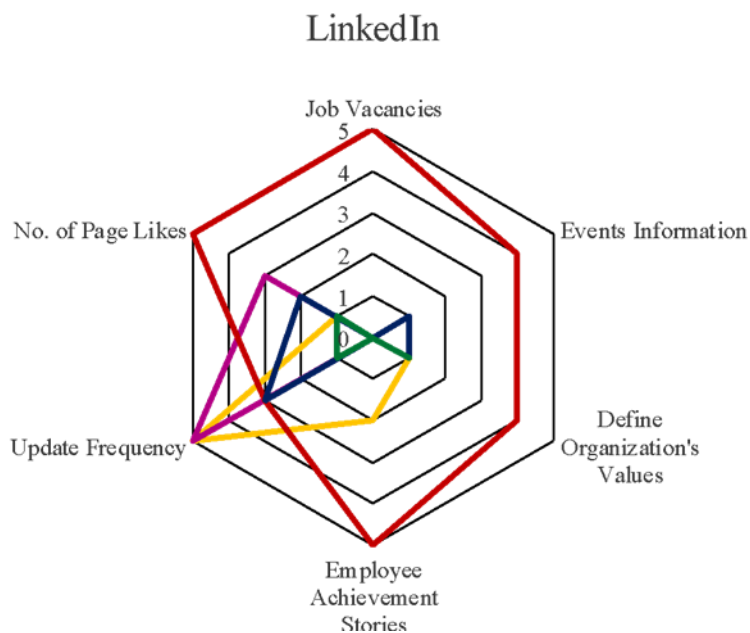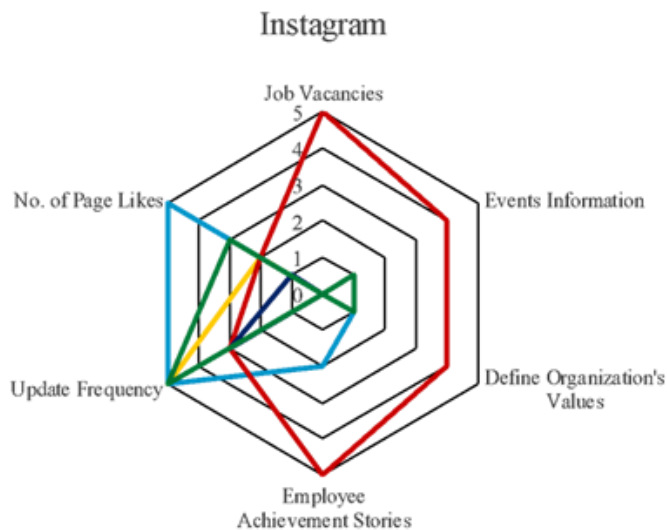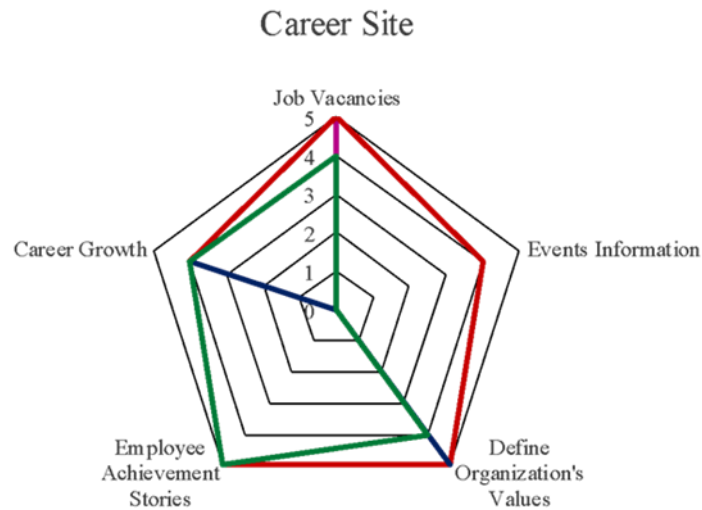
These representations about the employee branding strategies on each parameter on each site for each brand individually. First, On Facebook, all the companies except Marriott have not provided any information regarding their job vacancies, and the only positive things in these parameters which can be found is their update frequency and the number of page followers. They have a huge follower's range on Facebook but none of the brands except Marriott have posted their values in respect to their employees view even they did not share their employees' stories but still here Mariott wins this place as they share about their employee and leaders' stories even Marriott has a different Marriott Career page and ITC also shares some stories about their employees on some special days like mother's day. Besides all of this except Marriott, no brands post any events, photos, or videos of their employees.

On Instagram, the picture is the same as on Facebook. Except for Marriott International Inc., no brands posted a single piece of information about job vacancies and possibilities for applying for jobs. On their Facebook pages they have a huge number of followers and Taj hotels have the highest followers number among the other five even their update frequency rate high but for the other parameters Marriott got the highest point as they have posted about the job opportunities and events photos and videos with their employees, employees' achievement stories even they have define the organisation's culture and values on the perspective of their employees but other brands scored very low as their Instagram pages have mostly had information about their hotel services, offers, and other events but not regarding employees.

On LinkedIn, the brands have the highest page followers than Facebook and Instagram even though their update frequency is also decent but, in their LinkedIn, also the story is the same. The companies posted the same things on LinkedIn which they post on the other two mediums. Here also Marriott is maintaining their employee branding strategies very efficiently as they have posted about their job vacancies with a link of their main career site for better possibility of searching talents also here, they posted about their employees and organisation's values but as other two sites, the other brands did not post any job related or employee-related posts in their LinkedIn corporate page.

From the first three radar diagrams, it is clear that the brands have the same types of posts on each side and only Marriott International Inc. has their separate career page even on Facebook, Instagram.

Now come to the career page, except ITC hotels and other brands their career pages So in the Radar diagram the score of the ITC hotels is 0. But for the other brands, they have a section in their career site where they define their companies' values and culture very effectively. Also in the Event information, Taj hotels and Marriott give an option to subscribe for getting an update about their newsletter. Every brand has updated their job vacancies and also provides an easy to apply option or has an option to upload their CV for their database. There is also a career growth option in Marriott International Inc. and Oberoi hotels have posted

many learning and development opportunities that can easily attract talents. Except for Oberoi hotels and Marriott International Inc. other brands didn't post about any achievement stories of their employees also, these employee achievement stories work as a motivation for the employees which is a great strategy to retain the talents.

The Radar diagram shows near the same results for their parameters in each social media site for individual companies. Most of the companies' posted contents are similar on each site. Most of the companies' scores are between 1 to 3 for their contents like employees' achievement stories, organisation values, job-related posts, and event information section. As in their corporate pages, they mostly posted about the delightful offers, services. But only Marriott has their career page beside their main corporate page where they have promoted their employees as their brand image and that's why their score is higher than other brands. Except for Career sites the other brands have not used their social media sites as an effective tool of employee branding as other sites have lack information and posts about their organisation and employees. But for the Career page, it can be said that every brand uses its unique strategy to update about the job vacancies and to define the organisation's values. From all the research it can be said that except Marriott other brands should give more focus on their employee branding and use these cost-effective, effective social media sites to reach out to more job seekers to attract them. Equally, giving recognition on social media can help to retain potential candidates in an organisation. After calculating the scores of each brand individually for different online sites now in the next stage we can calculate their total values and can try to identify the effectiveness of the employee branding strategy

Table 1: Branding scores distribution

ITC Hotels	33
Hyatt Hotels Corporation	46
Taj Hotels	54
Marriott International Inc.	98
Radisson Hotels	32
Oberoi Hotels	39

The above figure shows that Radisson Hotels is weakest about employee branding it scores only 32 out of 115 followed by the ITC hotels, whose score is just 1 point greater than the Raddison hotels, 33 out of 115. Among the six hotels, Marriott International Inc. has the highest score which is 98 out of 115. Except for Marriott International Inc., other hotels even do not score 50% so it can be said that the scores of the companies in terms of employee branding are not optimal. The strategies of employee branding on the online sites of these companies are below average Just keep Marriott Internation Inc. keep aside, no companies have their career pages on Facebook, LinkedIn, or Instagram. Also, they didn't share a single piece of information about the job vacancies and some brands didn't share any post related to employee branding. And the main thing ITC hotels do not even have their career page, but the other brands use their career page more or less effectively for employee branding and vacancies. Most of the brands just share the same information on different sites and these are about the offers, services. Among all of these Marriott International Inc. has used the employee branding strategy very efficiently in these four mediums which we have chosen in this research.

As Their employee branding strategy is measured through online sites like Facebook, Instagram, LinkedIn, and Career site so it is a crucial factor to check their channel consistency (CEB, 2014C). A job seeker always checks upon the popular social media sites and company websites before applying for a job (Gehrels & Looij, 2011). But from this research, it is clear that none of the brands has any consistency on their online platforms. If they didn't post anything about the job related, then many job seekers can back off and lose interest. Nowadays more than 290 million people are on Facebook from India and the young generation is very fond of the posts on Facebook, Instagram. For anyone, it is very important to know about the work culture their career growth options, and the young generation gives priorities these kinds

of posts very much (White, 2015). This young generation is more difficult to retain they should have to connect with the organization to become more loyal and for this employee engagement plays a vital role and employee branding through online sites is a great option to showcase this (Rosethron, 2012). In this research, only Marriott International Inc. scores decently because of their effective posts and information on each of the online sites.

But most companies give no importance to employee achievement stories even on their corporate career site. These stories not only create a great impact on candidates but also on the employees and the customers. Except for Marriott International and Oberoi hotels and Taj hotels others didn't share any testimonials or stories on their career page even in other social media sites only Marriott International Inc. posts about their employees' stories and from the other brands some of them share posts about their employees post on some special days but there are no achievement stories. Also, most of the companies share their company's culture, values only in their career sites this can be a lack of communication and can be caused to attract talent. Every brand has its own culture and values so they can share this on social media sites because a clear and attractive message can attract talents.
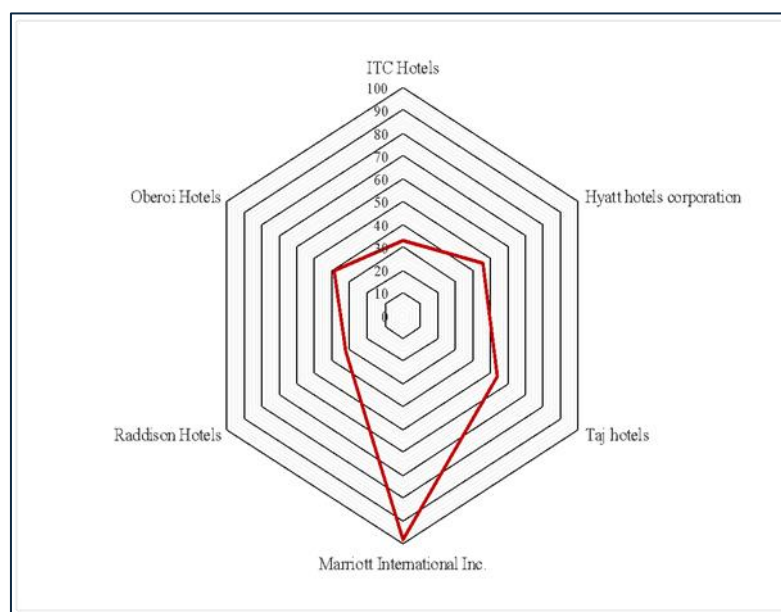
LinkedIn works as a professional media, so it is a perfect site to grow the professional network and get noticed by the interested candidates. But the same as Facebook and Instagram except for Marriott International Inc. no other company posted any job-related information. As a cost-effective and easy tool, these sites are used for employee branding but those companies except Marriott International Inc. do not use it properly Even ITC hotels don't even have a career site. On the career page, some of the brands show their growth opportunities in career and learning and development which is a factor that can attract potential candidates. (CEB, 2014d).

It is very challenging in the hospitality sector to find talents (Gehrels & Looij, 2011). And the brands share their career growth opportunities, benefits, culture, job-related posts only on their career site but they should also share more information on the social media sites as a large number of people take information from these sites only even it is not always possible to search the career page to get information of the organization. Also, as most of the brands only shared about their upcoming educational, career-related events on their career site most of the candidates missed it since 86% of youngsters are interested to know about the information of this such event (Schawbel, 2015).

Except for ITC Hotels, other brands have their career site and except Marriott International Inc. other brands do not have their different career page on Facebook and Instagram. But most of the companies have different sites for each hotel they owned. The total score of these brands is between 32 to 98 out of 115, where Radisson scores lowest and Marriott

International Inc. scored highest and other brands scored below 50%. And they posted most of the same things on Facebook, Instagram, and LinkedIn, and mostly these posts about their new hotels, offers, or services. So, they should more focus on their online profiles regarding employee branding.

5. CONCLUSION

All the brands should have improved their employee branding image on these online sites and specifically on LinkedIn because this is the platform where most of the job seekers are available, and it is a chance to be a step ahead by posting relevant information regarding jobs or company culture on this media (Bersin, 2012). In this research, most of the brands do not share any specific employee branding information on their sites. They just share their employee branding-related posts only on their Career page they should update these posts on their online media platforms to grab the attention of more and more people. The people of the young generation very much relied on social media sites and use them as a tool to know anything even for applying for a job (LinkedIn, 2015), But here as most of the companies do not have this option, they can lose their interest. According to Schwbel, he has mentioned conferences, network events and career events can attract millennials. but as the information is only on their career pages, they missed this opportunity, and these things make a gap between the employees and the company. So, the last and foremost thing is they should give more importance to these social media sites regarding the employee branding and should mention the employee stories and job opening notices more frequently.

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