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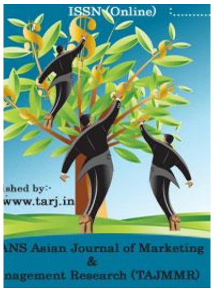

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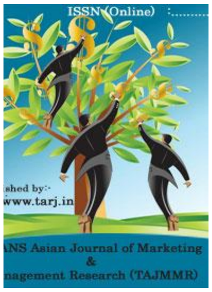

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RELIGIOUS TOURISM IN VRINDAVAN: PERSPECTIVES & INSIGHTS

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ABSTRACT

The purpose of the paper is to find out perspectives and insights for religious tourism in Vrindavan. The variables have been classified into different construct and the paper intends to find the internal and external linkages between the constructs and variables for better understanding of main contributors of religious tourism. The data has been collected from 250 tourist visiting Vrindavan by using convenience sampling method. The sample has been collected from Indian visiting tourists in Vrindavan. The researchers wanted to map the perception of the tourists with respect to factors and attributes affecting the tourism behavior. Religious Tourism in Vrindavan with special reference to temples enriched in raising Krishna consciousness amongst pilgrims. Present research concludes that the tourist perception towards spiritual tourism is related to total personality transformation and spiritual inclination. Tourist wanted to optimize their experience with good transportation connectivity and real feel of hotel facilities. Our assumption of priest behavior at temple and other constructs related to temple management counted least and could not sustain in the light of responses of tourist in explaining overall tourist experience. The paper will be helpful in rising and solving key issues in religious tourism faced by tourist in Mathura and Vrindavan. The paper establishes the relationship between the *variables and the constructs in an empirical way and analyzes these components on scales developed by researchers.*

KEYWORDS: *Spiritual involvement, Religious motives, spiritual consciousness, chanting and prayers*

INTRODUCTION

Bharat being one of the great culturally rich countries offers a wide portfolio for travelling and tourism spots to visitors. The country with religious tourism, medical tourism, sports adventures, eco tourism and rural tourism. Contribution of Travelling and tourism in the country's Gross domestic product is expected to increase from US$136.3(2015) Billions to US$ 275 in 2025. Tourism and travelling sector is the third largest foreign exchange earner in the country (2014). According to World Travel and Tourism Councils Economic Impact report (2015) India has reported an increase in Compound annual growth in foreign exchange earnings rate up to 10.9% during 2006-14 and expects foreign tourists' arrival CAGR up to 7.1% during the period of 2005-2025. In the recent past, Government of India has taken major initiatives to promote & Boost tourism sector. Some of the major initiatives/campaign may be quoted as "Incredible India", "Atithi Devo Bava". In 2014 the Government of India launched fresh category of Visa named as M- Visa (Medical Visa) and Tourist Visa on Arrival (TVoA) which facilitated Electronic Travel Authorization (ETA) for 43 Countries. This facility is likely to increase tourism growth rate in the country up to 7.5% in 2015.

Religious tourism is synonymous to pilgrimage and refers to visiting a place of religious importance. The visitors get engaged in ceremonies, prayers, Pooja, rituals of the place, religious services and stays in temples or nearby areas for spiritual fulfillment. Mathura is a birthplace of Lord Krishna and Vrindavan is his Raas Leela ground. Tourist from the different part of the world and PAN India come to visit for spiritual fulfillment and gaining peace. They offer their prayers and Pooja to Lord Krishna seek blessings.

Ministry of Tourism has developed seven new circuits for tourism development in the country and in the Phase one, the ministry has identified 35 destinations and in the phase two 89 other destinations will be covered. 12th plan outlays 9450 Crore Rupees and hopes to attract private investments up to Rs 28000 including 100% foreign direct Investment in some of the strategic areas. FICCI report has identified some areas of improvement in tourism namely infringement of carrying capacity, waste management, pollution control measures, scrutiny of religious trusts, monetization of religion (Profits motives). To boost up religious tourism in India and for Progressive religious tourism the report compiled by FICCI-Yes Bank framed following guidelines-

1) Holistic tourism experience.
2) Developing religious hubs and circuits.
3) Marketing of religious tourism destinations.
4) Developing integrated infrastructure for Tourism.

5) Maintaining ecological balance.
6) Development of institutional network for religious tourism.
7) Audits and scrutiny of religious trusts.
8) Pricing of the religious tourism products.
9) Branding as a distinct religious tourist destination.
10) Improved religious connectivity to tourist destinations and circuits.

LITERATURE REVIEW

Turner and Turner (1978) explored three key elements for religious tourism and named Motivation of religious tourism, journey and Approaching to destination. Frequency of visit, strength of exclusivity of being religious and intensity of spiritual feeling may differentiate religious tourist from a spectator or a common tourist. Latter on at some point of time it may be explored that the religious motives were latent in a common tourist. In the present research the efforts have been put to reduce polarization of tourist and their motives. Journey is a separation from one's daily engagements from organized work *(Urry, 1995)* and to return to daily life activities by some degree of improvement *(Graburn, 1977; Boyer, 2011). Motivation for instance can be obligatory and non-obligatory (Morinis and Bhardwaj, 1992).* Non obligatory motivation for religious tourism comprises of emotional reasons, spiritual upliftment and relief from every day routine issues. Indian religious tourism is the manifestation of multilayered and diversified population with different ethnic bases. People follow different methods of worship and practice different religion and for them religion is a way to live life. There is nothing which can be said as wrong or right. It is simply unique and people follow it religiously. As a result, tourism way and mode also differs from one another.

The core of Hinduism is the devotion of devotee towards his beloved deity. The prayers and devotion can be shown by chanting or singing bhajans or simply meditating. As per the commonly establish faith the frequency of devotion and intensity of love towards god increases manifold if the believer visit dhaams and treerthas. In the present paper, the researchers have keen interest to analyze the religious tourism in the areas of Vrindavan, as it is one of the most popular dhaam, the Lord Krishna home *(Shreemad Bhagwat mahapurana).* What tourists actually gain in the tourism process? Why parikramas of Vrindavan and Goverdhan? Why such pains? The researcher have observed not only Indian tourist visit Vrindavan but there are thousands of foreign tourist visit and prefer parikramas. Is it God consciousness? Is it love towards God? Is it simply a belief system? Or else.

Religious devotion is a form of deeply felt devotion towards Mother Nature and God (Harmon, 2004, p.119).This devotion is manifested at different levels within different ethnic groups. They have their meanings and interpretations. Singh claims around 90-95% domestic tourist are religious tourist (Singh, 2001cited in Sharpley and Sundaram, 2005, p.164).

In Vrindavan over 98%- 99% tourist come for spiritual and religious reasons (Present Researchers estimate). Not only Indian tourists but also foreigners come here to feel Lord Krishna or feel Krishna consciousness. It is a common saying that "if you want to feel Lord Krishna", visit Vrindavan. In every part and particle you can feel presence of Lord Krishna.

Vrindavan and Mathura tourism's base is only and only Krishna Consciousness and through temples and places of Dwapar Yuga importance any tourist may actually feel it. (*Sikroria.Rajiv and Kaushal. Arun).*

PURANIC SIGNIFICANCE OF VRINDAVAN

Vrindavan is a Sanskrit word (*Vndāvana) derived from its shrub* vrindā Tulasi (tulsi, Holy Basil), and van is forest, Henceforth the covered by tulasi van, most refreshing, mystical grove which heeled person since long time.

According to one puranic view, Vrinda devi is performing penances for more than 55, 000 years. Devi Tulasi was a daughter to King Kedera, a spiritual king who gained go lok. Pleased to austerities of Vrinda devi Lord Krishna granted a boon to the Vrindavan forest. In padma Puran Vrinda devi appearance is explained in 30 chapters. Vedic literature states that "Just by looking at Tulasi, all of the sins of a person are removed". In one of the verses of *Vayu Puranas* it is written that Lord Vishnu Devi Tulasi is dear to him and he will not accept any worship without Tulasi. Renowned Poet Shri Candrasekhar says that lord Krishna (Lord Vishnu incarnation) does not accept the worship without a Tulasi leaf even 56 bhog is worthless, if worshipped without a Tulasi. "All the places of pilgrimage on this planet and in the millions of universes, take shelter in a Tulasi leaf." "Sri Krsna who is very affectionate toward His devotee, sells Himself to devotee who offers merely a Tulasi leaf and a palm of water."

Vrindavan is a play ground of lord Krishna; people still have mystical experiences during their visits. Glories of Vrindavan are elaborated in Varaha Puranas in chapter 52 through 180 verses. One of the verse states, "a moment in Vrindavan is worth a thousand year spent in Kashi" and the one who dies in Vrindavan attains Vishnu loka and do not take birth again. According to Srimad-Bhagavatam, Dhruva Ghat (Dhruva Tila) is a place where Five year aged Dhruv performed austerities and Lord Vishnu gave him a *darshana and a boon to achieve a permanent position in universe. Since then we know a star named as Dhruv nachrata or dhruv khestra.* Across the holy river Yamuna, near vishram ghat, there is one small village named as isapur, Siddh Rishi Dhruvasa muni meditated during satya yug.

Oldest surviving temples of Vrindavan is Govinda Dev (1590) was seven storied temple built by Raja Maan Singh. Chaitanya Mahaprabhu (16^{th} Century) wandered many sacred forests in the trance of divine love. According to Bhagavat mahapurnas, Lord Krishna has spent his earlier time in cow herding village of Gokul. The Bhagavata Maha Purana describes Krishna's early childhood playground was in Vrindavan where he played with his elder brother Balarama . Other historical and divine places in Vrindavan are Chir ghat, Imli tala, Asthsakhi temple, Shri Banke Bihari ji, Shri Saneh Bihari ji, Seva NiKunj, Kesi Ghat, Sriji Temple, Radha Sarovar, Kaliya Dheh, Raman Reti and Nidhi Van. According to ***Stephen Knapp*** Sri Vrija- Mandal, the holy Vrindavan witnessed most sacred pastime of Lord Krishna. Rupa Goswami explains in his book *Upadesamrita* that Vridavan is spiritually superior to any other pilgrimage since it's the home or dhaam of lord Vishnu where he performed rasa leela with Radha Rani ji and his asthsakhi. Vrindavan is a dhaam with divine scent and spiritual love where mokhsha the ultimate goal of every life can be easily achieved.

The researchers are interested in exploring the variables that can facilitate Vrindavan religious tourism at the international level. They intend to develop a integrated regression equation for religious tourism for Vrindavan .From the above literature is can be easily assessed that researchers had identified various aspect related of spiritual tourism but the organized quantification is required as this span of time because it will facilitates the emerging business units to understand their transformation pattern of visitors approach to come at religious places in India like Vrindavan .So in this regards present research will identify the hidden attributes of religious tourism in Vrindavan .

OBJECTIVES OF THE RESEARCH:

1) *To identify determinants of religious tourism affecting perception of visitors in Vrindavan.*
2) *To assess the influence of identified religious tourism attributes on tourist perception in Vrindavan.*

Need for the study: Present study mainly try to investigate the tourist behavior at religious place by understanding the contributing factors which will facilitate the local government bodies and local residents to make appropriate counter measures yielding entrepreneurial system and helping the local administration to formulate effective tourist management plan for Vrindavan as a public administration initiatives

RESEARCH METHODOLOGY

As the research is descriptive in nature therefore convenience sampling technique is adopted for collection of primary data as suggested by Copper and Schindler (2007) that Convenience sampling is most appropriate and cost effective method for conducting survey research. The data has been collected from 250 tourist visiting Vrindavan. The sample has been collected from Indian visiting tourists in Vrindavan. The researchers wanted to map the perception of the tourists with respect to factors and attributes affecting the tourism behavior.

The structured questionnaires were given to respondents to fill in. The questionnaire was prepared on 5 point likert Scale measuring perception of the tourist on different attributes. The questionnaire was devised in two sections. Section “A” deals with Personal details and demographic profile of the tourist and Section “B” studies Infra structure and connectivity related variables, Hotel facilities and Temples and local administration, Spirituality and divinity, Tourist perception and behavior.

In the first phase of data analysis, descriptive statistics is used to understand the basic pattern of collected data and further Exploratory factor analysis is used to explore the contributing factors of religious tourism. The final impact of identified factors is assessed with the help of multiple regressions

Data Analysis and Interpretation: In this phase to reveals relevant information, researchers have analyzed the collected data, descriptive statistics is as follows:

NORMALITY TEST FOR DATA

For applying any kind of statistical test on the collected data in case of primary data, normality test is essential as it is the main assumption for parametric testing. Normality can be assessed by two ways: Graphically as well as understanding numerical values. Table below shows the results from two recognized tests of normality, namely the Kolmogorov-Smirnov Test and the Shapiro-Wilk Test. The Shapiro-Wilk Test is more appropriate for small sample sizes (< 50 samples), but can also handle sample sizes as large as 2000. Due to this consideration, Shapiro-Wilk test is used to assessment of normality as numerical means of assessing normality is done in this study

Table 1

	Kolmogorov-Smirnova			**Shapiro-Wilk**		
	Statistic	**df**	**Sig.**	**Statistic**	**df**	**Sig.**
Visitor's Perception	0.084	500	0.281	0.975	500	0.255

a. Lilliefors Significance Correction

Table shows that data is normally distributed with significant level of .255. As standard rule, if the significance value of the Shapiro-Wilk Test is greater than 0.05, the data is normal. If it is below 0.05, the data significantly deviate from a normal distribution.

DEMOGRAPHIC ANALYSIS

In this section, all the data has been classified on the basis of demographic profile composed of various questions asked in the questionnaire. This section put a light on the demographic aspect of respondents that has been covered for present study.

Demographic Profile of Visitors (Table 2)

S.No	**Variables**	**Value**	**Responses**	**% of Responses**
1	**Gender**	Male	157	42.21
		Female	215	57.79
2	**Education**	Up to 12^{th}	56	15.06
		Up to Graduation	98	26.34
		Post Graduation and Higher Studies	218	58.60
3	**Age**	Below & equal to 24 yrs.	47	12.63
		25-34 yrs	46	12.36
		35 - 44yrs.	59	15.86
		45- 54 Yrs	67	18.01
		55 & Above Yrs	153	41.14

4	**Occupation**	Business Men	102	27.42
		Service Men	79	21.24
		Professionals	51	13.70
		Students	36	9.69
		Retired Person	104	27.95
5	**Monthly Income**	Up to Rs 20,000	48	12.90
		Rs. 20,000 -Rs 40,000	178	47.84
		Rs. 40,000 -Rs 60,000	27	7.28
		More than Rs 60,000	119	31.98
6	**Marital Status**	Unmarried	78	20.96
		Married	252	67.74
		Single	42	11.30
7	**State you Belong**	UP	197	52.95
		Other States	147	39.51
		NRI	28	7.54

For executing demographic analysis, this study simply used MS Excel to calculate the percentages of responses in according to demographic variables. This is further showed through the table 2. From Table 2 , it is cleared that our data is comprises of 42.21% of respondents are males and 57.79% are females .Further educational qualifications of the respondents revealed that 15.06% have done up to 12^{th} as their qualification , 26.34 % have done graduation and 58.6% of the respondents have completed post graduation & higher studies in their lives .As far as their age is concerned , 12.63 % of respondents belong to age group between (Below & equal to 24 yrs) , 12.36% to (25yrs -34 yrs) , 15.86% to (35yrs- 44 yrs) , 18.01% to (45yrs-54yrs) and 41.14% to (55yrs & above). In order to understand the source of income from respondents, researchers assessed their occupational level that shows that 27.42% belong to business class community, 21.24% belong to service class family , 13.70% have their own professions like doctors , lawyers etc. ,9.69 % are students and 27.95% of the respondents are retired citizens of country .

Visiting any place as tourism activity requires appropriate amount of money to spend because consumption of any item require consumer should have purchasing parity . By considering this aspect in mind, researchers found that Income levels of the respondents which reveal the information 12. 90 % of the respondents have monthly income (up to Rs.20, 000), 47.84% have (Rs. 20,000 – Rs. 40,000), 7.28% belong to Income slab (Rs. 40,000- Rs 60,000) and rest (31.98%) falls in range (Rs. 60,000 & above) .

Marital Status of respondents shows the fact that 20.96% are unmarried, 67.74% are married and rest 11.30% is living their life as single. Visitors normally traveling for Vrindavan from various locations of the India. In present research, 52.95% of the respondents belong to Uttar Pradesh, 39.51 % are from other states of India and rest 7.54% are Non Resident Indians.

RELIABILITY TEST FOR SCALE

The reliability test is used by researchers to ensure whether the formulized evaluate scales (questionnaire) are reliable or not. The reliability test tells the relationship between an individual items in the scale. It simply meant how one variable is related to each other. It tells the inter-consistency of all the variables in the questionnaire. Reliability of the datasheet is done using SPSS (Version 20). In here all the scaled items from datasheet are selected for performing the reliability test. Table 3 shows the Reliability Statistic for the datasheet.

Fig.3

Reliability Statistics

Cronbach's Alpha	N of Items
.726	27

From the above table, it can be seen that the value for Cronbach's Alpha is 0.726 which in turn can be considered as 72.6%. It merely concludes that our questionnaire is 75% reliable for proceeding to further analysis. This 72.26% of reliability is of 27 scaled variables taken from the questionnaire. Hence, we can say that these 27 variables are 75.4% correlated to each other.

Now since, the reliability for our data is an appropriate (acceptable) value; so study had proceed for further analysis i.e. in order to complete the Objective 1 of our research, researchers had performed an Exploratory Factor Analysis. Continuing same, analysis and interpretation will continue as per the objectives.

Objective 1: To identify determinants of religious tourism affecting perception of visitors in Vrindavan.

Objective 1 has facilitate to create exploration about contributing variables having a direct and/or indirect affect the perception of religious visitors of Vrindavan . For this purpose, study has used Exploratory Factor Analysis to derive various factors/constructs using the variables from questionnaire, based on the responses collected.

EXPLORATORY FACTOR ANALYSIS

Exploratory Factor Analysis is a statistical instrument that performs a multivariate analysis and helps a researcher to explore the variable and form the constructs. Exploratory factor analysis is a dimension reduction method through which variables are reduced to a limited number of factors/constructs. Constructs is formed by identifying underlying variables that explain a correlation pattern among observed variables. According to factor analysis, these construct then explains the variances that occurs in dependent variable. In conclusion we can say that exploratory factor analysis identifies construct on the basis of total variances in dependent variable they explain. Basically these constructs are nothing but a combination of variables from the questionnaire. Further, the naming of these constructs are fully subjected to researcher's perspective.

KMO and Bartlett's test of Sphericity

To perform Exploratory Factor Analysis, it is necessary to determine sample size adequacy which can be calculated using Kaiser-Meyer-Olkin Measures of sampling adequacy. According to Rule of Thumb, the value above 0.577 of the Kaiser-Meyer-Olkin, abbreviated as KMO value, is acceptable for appropriateness of factor analysis. From table 4. KMO value is 0.794. it means that the sample size of our datasheet is 79.4 % adequate for conducting the factor analysis.

Fig .4

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.794
Bartlett's Test of Sphericity	**Approx. Chi-Square**	2772.559
	Df	351
	Sig.	0.000

Bartlett's test of Sphericity is applied to find intra-correlation of variables in a population matrix. Bartlett's test of Sphericity verifies the correlation between the variables. It actually checks the correlation through identity matrix, note that having an identity matrix meant no correlation at all in between the variables of the population. The null hypothesis for Bartlett's test of Sphericity can be defined as follows for the datasheet.

HO: There is no significant correlation in between the variables of the population.

H1: There is a significant correlation in between the variables of the population.

From Table, the significant value for the datasheet is .000 which is less than 0.05; therefore, we are rejecting the null hypothesis (HO). This implies that alternative hypothesis is accepted i.e. the variables in the study are significantly correlated with each other.

Now that the variables in study have passed the KMO and Bartlett's test of Sphericity, it means that the factor analysis for the datasheet is appropriate. In here the constructs have been extracted through factor analysis based on Eigen Value (i.e. greater than 1). Various constructs that have been extracted with their factor loading, total variance and cumulative variance are shown in Table 5. There are a total of 8 constructs extracted.

TABLE 5

Extracted Factor	Statements	Factor Loadings	PVE	CPTVE
TOE (F1)	Visit has facilitated me to contribute to societal growth	0.80	13.05%	13.05%
	Visit has facilitated me to live my personal life well	0.79		
	Visit provide my enjoyment and relaxation	0.76		
	Visit has enhanced my family and personal happiness in life .	0.73		
	Visit enlightened me	0.69		
	Visit enhance my Spiritual Learning & divinity	0.59		
TFM(F2)	Meditation and sitting places at temples	0.69	9.93%	22.98%
	Temples hygiene and cleanliness	0.61		
	Pooja and poshaak arrangement at temple	0.59		
	Arrangement for Contributing as Religious Fund at temple	0.58		
	Experience Calm and Peace at temple	0.51		
TC(F3)	Arrangements for safe custody for valuables and belongings at Vehicles	0.51	7.79%	30.77%
	Roadways connectivity from other places	0.72		
	Railways connectivity from other parts of the country	0.70		
	Availability and frequency of vehicles	0.66		
HF (F4)	Staff behavior at hotels	0.51	6.61%	37.39%
	Customization for providing better services at hotels	0.75		
	Ambience of hotels	0.69		
SIT(F5)	Option of Satvik and Vashnav food	0.58	6.31%	43.70%
	Visit gave me my life time memorable experience	0.74		
	I feel Indebted during stay at Vrindavan	0.70		
TPT(F6)	I feel Satiated after visit at Vrindavan	0.67	6.17%	49.87%
	After visiting temples Feel Blessed	0.76		
	Visit has motivated me to increase professional	0.75		

	growth			
PBT(F7)	After visit at vrindavan , I get involved in reading spiritual books	0.67	5.61%	55.48%
	Employees behavior	0.76		
	Prasad and Achman distribution	0.69		
TA(F8)	Goswami's Attitude and Practice	0.66	4.44%	59.93%
	Cleanliness & Ambience of temples	0.76		
	Flower Fragrance in Temples	0.70		
	Attractive Shringar of lord Krishna	0.61		

*__PVE__ (Percentage of Variance Explained), * **CPTVE** (Cumulative Percentage of Total Variance Explained)

Total Variance Explained In factor analysis gives an overall fitness of factor model by using the extracted factors. Total variance explained summarizes degree of factor model fitness with the help of constructs extracted from the datasheet. Basically it provides an explanation to the variance using constructs. Higher the Total Variance Explained, more the degree of factor model fitness. More the variance is explained, lesser the variance is unexplained and less error is generated.

From Table 5, total variance explained (cumulative variance) is 59.93%. It means that the constructs are explaining a total of 59.93% of variance, which is adequate enough to consider it appropriate. The major variance explanation is given by **TOE** (Tourist overall experience) and **TFM** (Temple's facilities and Management) as 13.05% and 9.93% respectively. Tourist overall experience) explains 13.05 % of variance with the help of 5 items, whereas Temple's facilities and Management explains 9.93% of variance with the help of 6 items. Out of these 8 Explored constructs (Factors), Tourist overall experience) is a dependent variable for our study, **TFM** (Temples facilities and Management), **TC**(Transportation Connectivity), **HF**(Hotel Facilities), **SIT** (Spiritual Inclination of tourist) ,**TPT** (Tourist Personality Transformation), **PBT**(Priest behavior at temple) and **TA**(Temple's Attraction) are acting as independent constructs for Regression Analysis which results to assess the impact of identified independent factors on tourist overall experience .

REGRESSION RESULTS:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

.586[a]	.344	.333	.55271

a. Predictors: (Constant),PBT ,TPT ,SIT ,TFM ,HF , TC

Objective2: To assess the influence of identified religious tourism attributes on tourist perception in Vrindavan.

"R" column of table 6 represents the value of R, termed as multiple correlation coefficients. R can be considered to be one measure of the accuracy of the prediction of the tourist overall experience 0.586 value of R indicates a good level of prediction. The "R Square" column represents the R2 termed as coefficient of determination which is the proportion of variance in dependent variable (tourist overall experience) that can be explained by the independent variables **PBT**(Priest behavior at temple), **TPT** (Tourist Personality Transformation), **SIT** (Spiritual Inclination of tourist) **TFM** (Temples facilities and Management), **TC**(Transportation Connectivity) , **HF**(Hotel Facilities).0.344 value of r2 means that 34.4% of the variability of dependent variable (tourist overall experience) is explained by identified all independent variables .

Statistical significance (ANOVA)

ANOVA[a]

Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	**Regression**	58.388	6	9.731	31.856	.000[b]
	Residual	111.501	365	.305		
	Total	169.889	371			

a. Dependent Variable: Tourist overall experience

b. Predictors: (Constant), Priest behavior at temple , Tourist personality Transformation , Spiritual Inclination of tourist , Temples facilities and Management , Hotel Facilities , Transportation Connectivity

The F-ratio in the ANOVA table tests shows that whether the overall regression model is a good fit for collected data. The table shows that the independent variables statistically significantly predict the dependent variable, F (6, 95) = 31.856, p < .0005 .Hence the regression model is a good fit of the data).

Regression Coefficients & Multiple Regression Equation:

Model	**Unstandardized Coefficients B**	**Unstandardized Coefficients Std. Error**	**Standardized Coefficients Beta**	**t**	**Sig.**
1 (Constant)	.791	.228		3.471	.001

Temples facilities and Management	.041	.041	.045	.994	.321
Transportation Connectivity	.218	.047	.222	4.638	**.000**
Hotel Facilities	.187	.035	.253	5.357	**.000**
Spiritual Inclination of tourist	.099	.031	.147	3.224	**.001**
Tourist personality Transformation	.195	.048	.195	4.098	**.000**
Priest behavior at temple	.030	.032	.041	.927	.355

a. Dependent Variable: Tourist overall experience

The regression equation for tourist overall Experience is as

Y= .791(constant) + (.0218) TC + .187HF + .099SIT + .195 TPT

INTERPRETATION

The regression equation represents overall tourist experience in Vrindavan with a constant (0.791) and the transportation connectivity (2.18%), Hotel facilities explained (18.7%), spiritual inclination of tourist (9.99%) and total personality transformation (19.5%).

The regression equation for the above is:

Y= .023(constant) + (-.05) F1 + .970F2 + .029 F3 + .085 F4 + (-.094)F5+ .053 F6

DISCUSSIONS AND SCOPE FOR FUTURE RESEARCH

The regression equation for overall tourist behavior is a comprehensive and understandable way to explain experience at tourist behavior. Although the research was conducted on a small sample size of 250 people by convenience sampling method but the constructs and components can be imitated in the other areas of tourist interests like Kashi, Amarnath, Dwarika, Vaisno Devi or any other place of pilgrimage importance.

The Model (Regression equation) explains overall experience of tourist in Vrindavan but similar components can also be used for future research not only in spiritual places but can advocate the perception of tourist in other tourist places. Present research concludes that the tourist perception towards spiritual tourism is related to total personality transformation and spiritual inclination. Tourist wanted to optimize their experience with good transportation connectivity and real feel of hotel facilities. Our assumption of priest behavior at temple and other constructs related to temple management counted least and could not sustain in the light of responses of tourist in explaining overall tourist experience.

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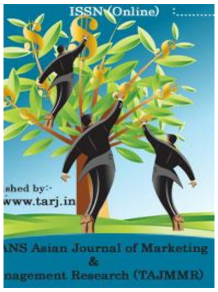

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MANAGINGINT AN GIBLE ASSETS FOR BETTER TANGIBLE OUT COMES IN GROWTH AND DEVELOPMENT OF THE BUSINESS

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ABSTRACT

Customer a wareness and a prominent position with in them arket place are key ingredients to the success of many businesses, both small and large.The value place donintangi blesas sets,such as people, knowledge, relationships and intellectuall property,is no wagreat erproporti on of the totalv alue of mostbusinessesthanis thevalueoftangibleassets, suchas machinery and equipment. And the creation and management tofint an gibleassets is often essentiall to long-termsuccess.Astrong brand and a loyal customer basecanbe distinctassets owned bya business or simply part of a business's good will. Examples of distinctint an gible assets include copyrights or trade marks that leta business sellits products for a higher price or ingreater quantity than its competition, proprietary mailinglists of customers orprospects, long-term contracts, and franchises with longtra ckrecords and well-recognized names.Good willis define das the value of t he business inexcess of it s owner's equity; examples includea favorable location and community a wareness. Intangible assetsare the ideal vehicle for safe guarding along-term competitive advantage,and can, when correctly and proactively managed, form part of a company'sstrategy and generat enewrevenue streams.

KEYWORDS: *Prominent, Ingredients, copyrights, Trademarks, Revenue*

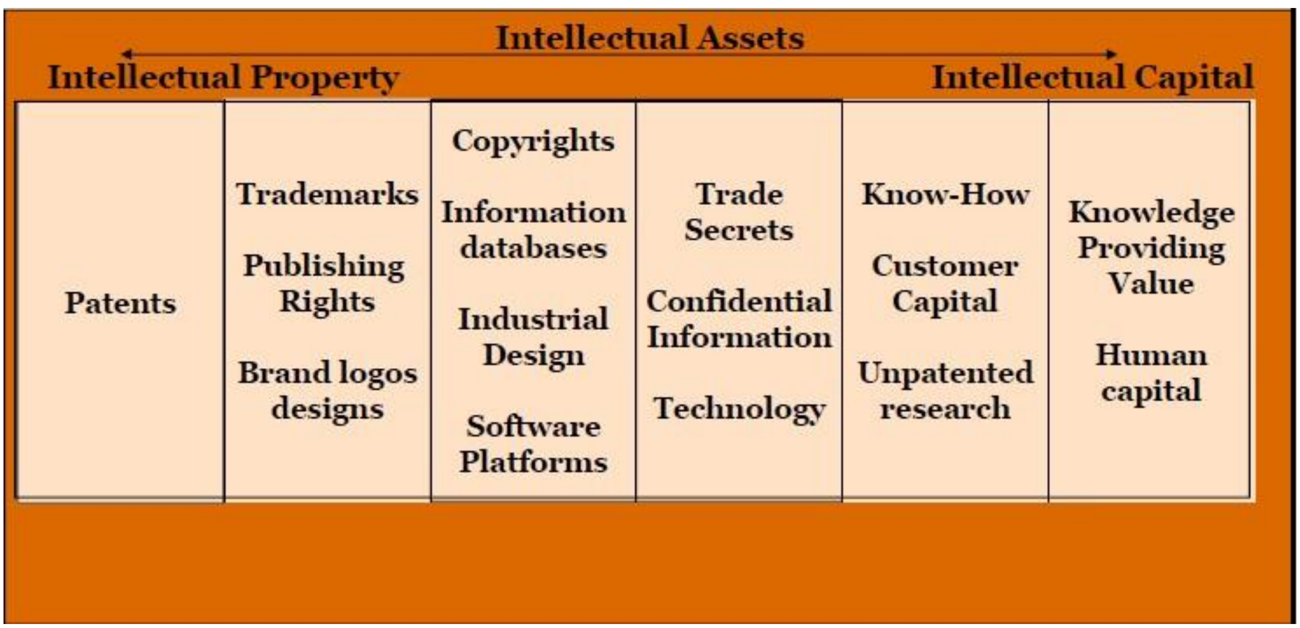
INTRODUCTION

Intangible AssetsAreMainly Based On Informationand KnowledgeSo They Are Very Difficult To Identify and Evaluate

Over the last few years there has without any doubt been an increasing concern and interest given to the management of intangibles (brand, corporate reputation, business set hic, corporate social responsibility, good governance, human capital, organizational capital and technological capital and others) asvital and strategic fact or sin business success. Most professionals working in this area agree that their influence and work has an ever bigger say in the success of companies and brands. This growing awareness goes hand in hand with increased professional, academic and social recognition. Likewise, major Organizations are starting to setup specialist departments to ensure proper management of these

NEW FACTORS.

Alongside this development, senior company managers ,market analysts, auditors, share holders and invest ors need to know how the so intangible assets are being managed, how they are being evaluate and how much they are worth. Everything seems to suggest that in the near future brand value and other intangible sources and assets will be backed up by more financial support and feature more heavily in company accounts.



More and more organizations develop the standards for batter valuation and management of intangible assists. It is clear that companies, professionals and markets need in dependent bodies for analyzing, evaluating and certifying intangible sources and assets by methods based on objective criteria.

There is therefore now general agreement on the existence of a company and social demand that has hit her to been fed by pioneer, one-off inputs and now stands in need of standardized, uniformrules backed up by general recognition of the various stakeholders operating in the world of business management. Intangible sources, for their part, are those assets that have no actual physical existence and are based mainly on information and knowledge. They cannot be touched and seen like tangible asset san dare therefore harder to pin down and quantify

These asset sere none the less acquiring increasing importance within the firm as the underpinning of its competitive edge, since their specific characteristics can help their possessor to standout from its competitors. Factors like company age, technological knowho w , human capital, organizational structure, brand, logo type or relations with suppliers and clients are all variables weighing evermore heavily in business success. From this perspective information and knowledge are key factors in creating value for the firm. It therefore behaves each firm to find out and analyses the specific characteristics of these resources to be able to use them as the basis for creating its competitive edge. Unlike tangible resources, in tangible resources present a series of specific characteristics and idiosyncrasies that need to be borne firmly in mind to ensure the best management thereof within the firm.

The most important of these features are the following:

1.INVISIBILITY: Based as they are on information and knowledge, they have no actual physical existence and this makes them much harder to deal with. Tangible sources are easily identifiable due to their physical appearance where as intangibles are difficult too b serve in real life; this poses problems not only for identifying them but also for classifying them once identified.

2. DIFFICULT TO QUANTIFY. Precisely because they are based on information and knowledge they are hard to measure and assess; it is therefore difficult to work out their worth and scope. This difficulty is exacter bated because many intangibles are based on knowledge of at a cit type, i.e., knowledge that is intrinsically un formal is able and uncod able. In these cases it is practically impossible to quantify them.

3. NOT RECORDED IN ACCOUNTS. The financial statements provided by accounts record only tangible assets; barring exceptional cases, the worth of in tangibles is not included. The principle of prudence advocates against the inclusion of intangibles in balance sheets to avoid giving a false impression of the company’s worth, precisely due to the above mentioned problems in quantifying and valuing them. Only at specific moment sofa company’s life, for example during sale or merger processes, is the worth of intangibles brought in to the picture in terms of good-will. Then on-recording of intangible assets in accounts statements explains the difference between companies’ book value and market value. The book value takes into accountonly the value of the physical assets while the market value includes the valuation of the firm as a whole

Such as most firms of the so-called New Economy. Furthermore, these differences are coming increasingly to the fore in practically every firm, showing the growing importance attached by the market to intangible resources.

4. APPRECIATION WITH USE. Tangible resources tend to depreciate with use where as intangibles appreciate with use. Indeed, by dint of repeated use and experimentation, new information and knowledge can be phased into certain intangible resources to increase their value. Witness such telling examples as human skills or company brands. This introduces in to company management a law of increasing returns in asset use, as opposed to the law of diminishing returns in the use of traditional assets. In the case of the book valuation of intangibles this would imply a new accounting problem in terms of updating the value of intangibles, working in the opposite direction to the traditional depreciation of physical assets.

5. **NON-EXISTENCE OF ANY MARKET.** There is not usually any market for the inter- company buying and selling of intangibles; this complicates their acquisition or transferability from one agent to another. True it is that for some of these intangibles, such as human resources, there is a free market for hiring executives and professionals, whereby individuals may move from one company to another. Form ost intangibles, however, this is not the case, especially when one or other of the following two circum stances obtains: a) the in tangibles are based on tacit, non-cod able knowledge and, *ipsofacto*, impossible to passon, b) there sources are complementary with each other so that their utility resides in their combined use and lose all or part of their usefulness if employed singly. Even when the intangible is based on explicit knowledge and can therefore be passed on it may also take on the propertie so fapublic good. Thevery factofits being based on information and knowledge means that the possessor there of does not for feitits use capacity since the knowledge on which it is based may be shared. This means that the original possess or can maintain its competitive potential intact even if used byother agents.

6. **SLOW BUILD UP.** Intangible assets are slow and costly to accumulate ate, usually based on the firm's particular experience. They generally constitute easing le and un repeatable process bound up with the firm' sown history. Variables such as company image, corporate culture, organizational routine sort ethnological knowledge are built up bit by bit as the firm grows and gains experience, crystallizing in a certain potential at some given moment. It is often difficult to unravel the thread of cause and effect within this historical process even for the firm itself, making It much harder for competitors to imitate and reproduceit.

7. **VAGUELY DEFINED PROPERTY RIGHTS.** Since these assets are based on information and knowledge, the property rights are sometimes fuzzy and it becomes quite hard to as certain who is actually entitled to the exploitation of these rights: the company a saw hole or a particular employee. This is particularly important in the case of human resources, where personal skills, aptitudes and experience belong without any doubt to the persons concerned, so the firm in theory has no direct exploitation rights over them. Only if these capacities are explicitly rewarded by a contractually established remuneration may the firm have a right there to.

8. **NIL SALES VALUE.** In a fair amount of cases, especially when not tied in with people, intangibles have anil sales values ince they are intrinsically bound up with the business activity itself and could not be sold apart there from.

The Intangibles Analysis Institute (Instituted An á lisisde Intangibles: IAI), ever since its creation, broke down its working areas as follows, with a committee to cover each one:

Brandcapital.
Human capital.
Structural capital (organizational and technological).

Corporate social responsibility.
Corporate reputation.
The challenge that the IAI set sitselfis to find a sufficient consensus for recognizing, analyzing and valuing intangibles and entering them for accounts purposes and also to provide them arket with trust worthy and comparable company information. To do so it build sup models form easu ring the contribution of said intangibles to the company's market value, over and aboveall those values (tangibleand intangible) that, under current rules,can beentered in thecompany's balancesheet.

THEVALUE OFINTANGIBLES

Traditionally company's values temmed from its working capacity while its competitiveness was associated with all the following: its material resources, its abilityto procurerawmaterials at a reasonable cost, the standard is a tio no fits production, a rational division of labor, transport...Onall these skills, mostly bound up with tangible and material factors, depended the value the company was capable of generating.

REASONS FOR VALUINGINTANGIBLE ASSETS

INTANGIBLE ASSETS	**INTANGIBLE ASSETS**
Accounting	Goodwill
Fiscal	Customer Service
Corporate transactions	intellectual property
RaisingFinance	Integral companymanagement
Business reorganization	Strategic planning
Legal action/disputes	Distribution ofresources
Strategic planning	Corporate transactions
Business transactions	Human resources evaluation

IMPORTANCE OFINTANGIBLESASSETSFOR MACROECONOMIC DEVELOPMENT

Intangible assets play an important role foreco no my development and growth, because an industrial grow their analysis on the basis of intangible assets development, for Example If you take an iPod, flip it over, and read the script at the bottom. It would say: "Designed by Apple in California, Assembled in China". The location where the commodity was psychically made somehow is not that important to its customers. Because it's great design, technical innovation and“ brand recognition” high lyaffected the consumers.

INCREASINGSIGNIFICANCE OFINTANGIBLE ASSETS

According to are search shows that total intangible assets comprise, on a verage, Some75% of companies' value Intangible assets may be the only thing of significant value in the business, because:

-They provide barriers to entry in the market

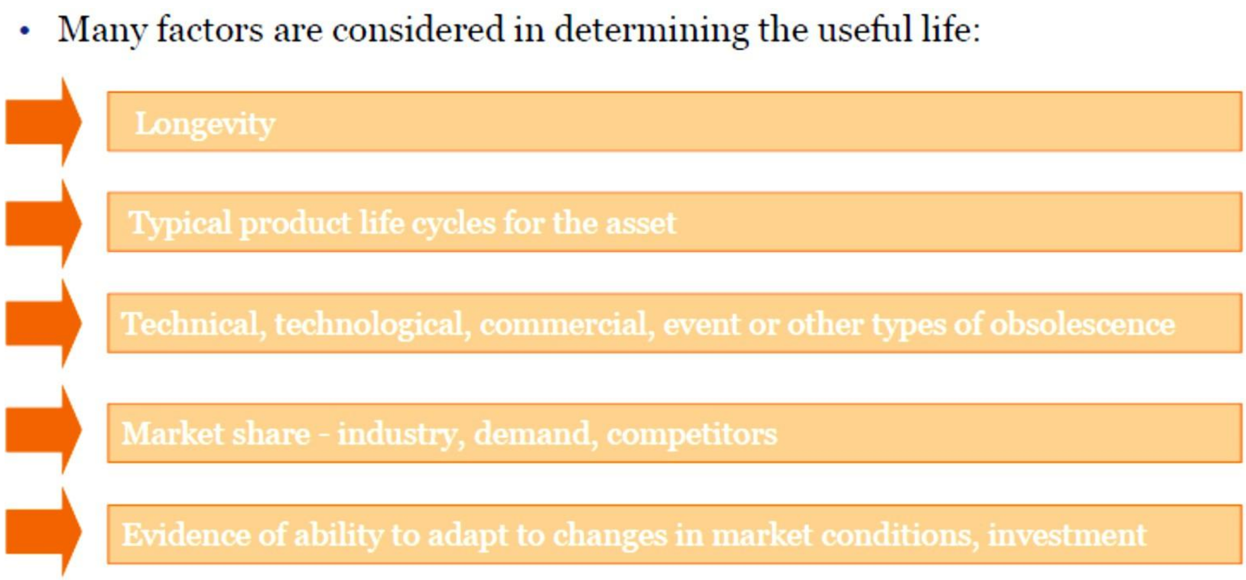
-They differentiate the Products

-They provide a more stable and profitable earnings stream

-They can have along life (e.g. brands / trademarks and etc.)

-They may provide international recognition

USEFUL LIFE DETERMINATION OFINTANGIBLESASSETS



CONCLUSION

Future economic benefits flowing from an intangible asset may include revenue from the sale of products or services, costsavings, or other benefits resultingfrom the useof the asset bythe enterprise

– Forexample,theuseofintellectualpropertyinaproductionprocessmayreducefuture production costsratherthan increasefuturerevenues

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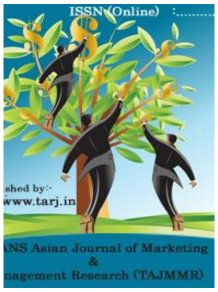

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EMPLOYER BRANDING: SUSTAINABLE COMPETITIVE ADVANTAGE FOR ORGANISATIONS

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ABSTRACT

Rapid globalization has led to organizations spanning their operations across the globe, this marks the need for a competent workforce as firms seek sustainable source of competitive advantage in the tumultuous business environment. Thus, organizations are expending huge amount of resources to hire and retain competent talent in the organizations. Employer branding has emerged as a source of achieving competitive edge, which is pre-emptive in nature and is a long terms strategy that ensures constant and continuous flow of knowledge and skills in the firm. This conceptual paper develops a theoretical framework for employer branding by defining it and citing its constituents and cites relevant examples of Indian companies that have gained sustainable competitive advantage through usage of employer branding as a strategy.
Traditional recruitment strategies tend to be short-term in nature is reactive in nature and subject to job openings whereas on the other hand employer branding is a long-term strategy which is meant to maintain a constant and continuous flow of skills in the firm. Tim Ambler, Senior Fellow of London Business School and Chairman of People in Business named Simon Barrow defined Employer Branding in the Journal of Brand Management. They proposed that employer brand as "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company"(Ambler & Barrow, 1996).

KEYWORDS: *Ensures, Pre-Emptive, Dynamic Skills, Demographic, Employment, Employee Retention*

INTRODUCTION

The current dynamic business environment offers myriad of challenges for organizations ranging from rapid technological changes to growth of the knowledge economy(Catteeuw, Johnson, Flyn, Johnson, Vonderhorst, & Johnson, 2007). These changes hence enforce on dynamic skills of the workforce and the competency requirement of human resource. Due to a transition in demographic base, there is an exquisite demand for independent, skilled, mobile, intellectual capital for competent employees(Berthon, Ewing, & Lian, 2005). Competent employees have varied options available to them especially in organizations that are technical and service driven(Berthon, Ewing, & Lian, 2005). Potential employees are specific about the organization as they are specific about the job(Rynes & Cable, 2003).Therefore; firms make consistent efforts to increase their attractiveness to potential employees (Highhouse, Zickar, Thorsteinson, & Stierwalt, 1999). This has vital impact on the organizations that are in the process of recruiting as it leads to the implication of competent talent acquisition. Talent acquisition refers to attracting right set of individuals who possess right set of skill set and competencies to perform the job(Srivastava & Bhatnagar, 2010). Firms that attract a larger applicant pool have greater utility in their selection systems and a prospective competitive advantage. Shortage of competent workforce referred above requires a strong recruitment strategy which will create a distinct image of the organization from its competitors and then promote the unique employment proposition it offers. Employer Branding is an effective HR strategy utilized in connotation with employment, especially in knowledge based economy where efficient workforce is in shortage(Ambler & Barrow, 1996). Traditional recruitment strategies tend to be short-term in nature is reactive in nature and subject to job openings whereas on the other hand employer branding is a long-term strategy which is meant to maintain a constant and continuous flow of skills in the firm.

LITERATURE REVIEW: EMPLOYER BRANDING

The name "employer brand" was first utilized to a management audience in the later part of 20thcentury, to highlight the repute and character of an organization as an employer. Tim Ambler, Senior Fellow of London Business School and Chairman of People in Business named Simon Barrow defined Employer Branding in the Journal of Brand Management. They proposed that employer brand as "the package of functional, economic and psychological benefits provided by employment, and identified with the employing company"(Ambler & Barrow, 1996). Firms are spending considerable amount of resources on employer branding exercises and campaigns, highlighting that they are finding long term value in this practice. Organizations have started believing that efficient employer branding practices shall lead to competitive advantage and also facilitates employees internalize company values and also facilitate employee retention.

Employer brand is referred as **"**a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm**"** (Sullivan, 2004)**.** The employer brand portrays the organization as a great place to work(Sullivan, 2004)**.**The use of employer branding as a belief and philosophy in a knowledge economy has always been encouraged because of scarcity of skilled employees (Berthon, Ewing, & Lian, 2005)**.** Many researchers have stressed that the brand image of the work place of a firm enhances the quality and quantity of potential applicants to the firm(Cable & Turban, 2001)and also has an impact on employee retention in the organization. Therefore, in the dynamic business world when there is strong global competition employer branding is a vital strategy for fighting the "war of talent"**.**Employer branding is a distinct opportunity for an organization to make itself stand apart in the dynamic competition of business and the various factors that act as its USP are employee satisfaction and delight which is the outcome of retention, job security and productivity. According to Sullivan (2004)employer branding is a long term strategy that makes considerable efforts to manage the thought process and perception of current and future employees as well and also takes into account the expectations of the stakeholders of the organization. It works towards developing a positive employee value proposition and develops a positive image of the organization as a place worth working for. It makes an effort to involve all the employees from top to bottom so that the organization emerges as a comprehensive employer brand and reflects both the realities and aspirations of the business as well as the workforce.

CONSTITUENTS OF EMPLOYER BRAND

The employer brand is developed of myriad of attributes with each one contributing and strengthening the presence of the brand. Researchers have consistently examined the features that identify the organization's employment image(Cable & Turban, 2001)Using the instrumental symbolic framework (Lievens, Van Hoye, & Anseel, 2007)identified the factors that attract and retain the current as well as the potential employees towards a particular company. Slaughter *et al., (2004)* corroborated that symbolic attributes were closely related to organizational attractiveness(Slaughter, Zickar, Highhouse, Mohr, Steinbrenner, & O'Connor, 2004). Army, Collins and Stevens (2002) established that company based attributes had greater impact on job seekers than role-specific attributes. It could be adjudged from the discussion that employer brand is a multidimensional construct; it is difficult to analyze each and every aspect of it as different researchers study it from different perspective. To have a basic and clear understanding of the philosophy of employer branding, research should be done on comparing the perception of the employer brand message and the reputation of the firm. Recruitment research till date highlights the efforts made by a company to generate a pool of applicants, maintain application status and makes an impact on the job choice and can be analyzed by the definition proposed by Barber which states that"those practices and activities carried on by the organization with the primary purpose of identifying and attracting potential employees"**.** In simple terms organizational reputation is defined as a public evaluation of an organization in comparison to other firms(Fombrun, 1998)and more precisely defined by Fombrun (1996) defined corporate reputation as the "affective or emotional reaction *Employer Knowledge and Recruitment* **-** good or bad, weak or strong - of . . . the general public to the company's name." Following this conceptualization of corporate reputation, we define *employer reputation* as a job seeker's beliefs about the public's affective evaluation of the organization. It can be analyzed that employer reputation as a concept is different from employer image in a two pronged manner, firstly image does not include the affective component whereas it is a part of the employee reputation and more so reputation is the potential employee or applicant's belief how the organization is evaluated by others vis-à-vis image consists of a job seeker's own beliefs about the organization. To be clear, employer reputation is distinguished from employer image in two important ways: (1) image does not include an affective evaluative component whereas reputation does; and (2) employer reputation is a job seeker's belief about how the organization is evaluated by others, while employer image consists of a job seeker's *own* beliefs about the organization (in terms of information about the employer, job, and people in the organization). It is important to differentiate amongst the conceptsof employer image and employer reputation as there is distinction in the manner researchers have conceptualized and operationalised image and reputation. Theoretically, it is stressed that the applicants should be more concerned with firm's reputation because reputation is considered to be "bonding signals" that highlights the firm's competitive position as an employer under conditions of imperfect information (Ployhart, 2006). Empirical research has highlighted and confirmed that employer's reputation is a distinct and important component of job applicant's knowledge about the employer. For instance, Kilduff (1990) supported that friends' evaluation of organizations have a considerable impact on the job seekers because they "validate" organizations as suitable employers and Jacoby, Hoyer and Brief (1992) suggested that when peers evaluate an organization positively, their opinions serve a legitimizing function. Undoubtedly, honest employer branding messages are integral for a firm's success but it is important to mention that realistic job preview also is important as they provide well-balanced messages. A realistic job interview shall carry a positive as well as a negative message about the employment opportunity(Werner & DeSimone, 2011). A proper realistic job preview facilitates lower employee turnover and gives a clear preview of the expectations and thus increases the trust and honesty, therefore, reducing role ambiguity. The research on organizational culture can provide more support and a concrete ground to the employer brand messages that will convey vital pre-employment information and needless to mention that organizational culture plays an integral role in making a job choice. The beliefs of the firm's culture play an integral role in the self selection decisions of the job applicant. Therefore, it is pertinent that employer branding messages shall communicate proper and accurate information about the firm's culture. It has been observed that the information provided by the employer results in applicant's misperception of key cultural values and they may later become dissatisfied because of unmet expectations and chances are that they may quit(CABLE & JUDGE, 1996). Thus, there is no denying the fact that managing a productive and supportive organizational culture is the central task for managers. The internal marketing efforts target at developing an organizational culture that highlights desired work expectations and supports individual quality of work life. To achieve these objectives organizations promote the existing value of the firm's culture or sometimes use internal marketing strategies to develop positive cultural changes. The more the culture supports quality of work life, the more will be the commitment of the employees towards the organization(Lawler, 2005). As it is observed employer branding is an effort to enhance the employment value proposition in order to enhance recruitment and retention to enhance the value of human capital. The human resource activities that are considered under the employer brand activity also support the organizational career management effort. Organizational career management refers to streamline the individual career needs with the organizational work needs and employer branding as a strategy has been designed towards providing employees with information they need to self-assess once inside the organization. The presence of the brand image inside the firm gives information to applicants about desired behaviours, work norms and other factors necessary for success. According to Ambler and

Barrow the most interesting question is whether employer branding facilitates to achieve distinct organizational performance. This is certainly a complex question in nature. It is often tough to examine a direct link between human resource program and firm performance. It is comparatively easy to determine the extent to which the program has made an influence on organizational resources, like human capital or the behavior of the employees(Knox & Freeman, 2006). In other words, it would it would be compulsory to identify the mediators that operate between the employer branding program and the organization's profit margin or profit growth. Thus, more relevant and measurable questions may include do organization's use employer branding experience have better recruitment outcomes and whether recruitment outcomes are enhanced? Researchers might conduct longitudinal studies to track changes in recruitment, employee retention and satisfaction before and after they implement employer branding as a strategy. The Conference Board (2001) has given considerable evidence for branding success((The) Conference Board, 2001). Thus, one appropriate measure of employer branding success may be qualitative measurements of the knowledge, skills and ability of the employees. A second characteristic may be the employee turnover rate whether the retention rate increased the inception of the branding campaign. However, in many ways, retention of employees may not be as important as their behavior at work. Organizations engaging in employer branding strategies may measure success via in individual level productivity at the aggregate level.

EMPLOYER BRANDING IN INDIAN COMPANIES

India is one of the world's emerging economies, has made giant leap in its economic and social development in the past two decades and has proven itself to be a major economic and intellectual power(Kapur & Rarnamurti, 2001). It is the source of world's largest English speaking low cost workforce with enhanced level technical and managerial talent fuelled by world-class institutes like IITs and IIMs, being hard working and diligent Indian with technical and human skills are in great demand and Indian workforce is most sought after in multinational organizations. The availability of new jobs for the Indian talent results in a high turnover and hence leads to employee retention. India as a society has high power distance and collectivist nature and much analysis in theoretical terms on the concept of employer branding has not been done in Indian setting, therefore it is necessary to understand the dimensions of employer brand in the Indian setting and many Indian multinationals have understood the dimension of employer brand and applied in the firms. The conceptual paper cites some of the examples of Indian multinational organizations which have understood the importance of employer branding and have applied in their firms.

EMPLOYER BRAND: INFOSYS

Infosys recognizes the integral role of human resources and the manner in which it can sustain and increase their competitiveness. With the changing consumer employee demographics it is necessary to recruit talent that is cost effective and delivers maximum value. Thus to achieve this goal Infosys has an innovative workforce management strategy – the Global Talent Program, which is considered to be the largest talent effort to recruit from campuses and develop a workforce that has global skills. Increased profitability reduced cost, increased market share, improved customerservice, higher stock value, increased productivity and higher retention rates are the results of this program. The company keeps its employees engaged in a 24*7 work environment necessary toserve its global clientele. The company has also introduced variety of programs to reduce attrition rate and these efforts have made Infosys an employer of choice. The company is rated best to work with on the said parameters namely employee satisfaction, key stakeholders, HR processes and policies(Infosys, 2016).

EMPLOYER BRAND: TATA STEEL

It is the oldest and the most respected brand and the company has drawn its major revenues from outside India. A series of international acquisitions has developed an international reach today for the company. Tata serves myriad of customers and markets and the brand is seen as trustworthy, safe, and reliable and provides value for money. The company has a reputation of an excellent place to work and has developed itself as a best place to work with and a place where growth and development exists. The company believes that it is one of the best places to work with and believes in the fundamental that successful individuals develop successful teams. The company proves to be a successful ground for personal and individual growth in its large and multicultural families. The company and its top management have also won various awards for it(Tata Steel, 2010).

MANAGERIAL IMPLICATIONS

It is imperative for multinational organizations to understand the rationale behind attracting and retaining competitive and talented workforce. There is a necessity to comprehend the factors that drive the employer of choice for potential employees in the market. The present study contributes to the above stated facts in multifarious ways. Through the theoretical discourse of important core concepts of employer branding managers are provided with the necessary knowledge of how an employer brand is developed and the manner in which it works. The paper paves the way for empirical research on various factors like employer attractiveness, employer success, compensation issues, so on and so forth, thus providing the researcher to look intricately into these aspects distinctly.

CONCLUSION

There is no denying the fact that employer brand today is essential for gaining competitive advantage and Indian companies are consistently focusing on the strategy of employer brand to attract and retain a competitive workforce which will later help in their expansion and growth. It is clear from the above discussion that a strong employer brand can lead to attraction and retention of talent and also represents quality to its customers and also facilitates global recognition in a sustainable manner. It offers variety of advantages and helps in streamlining other processes like recruitment and spells the company’s expectations in a similar manner from the beginning. In the end, it ensures that the best employees stays for longer and helps in meeting the super-ordinate objectives of the organization. In the end it can be said employer branding strategy refers to aligning individual needs to organizational needs to meet individual as well as organizational goals.

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