

**Impact of Employer Branding on Recruitment:  
A Study of IT Sector Employees in Pune.**

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D.Y. Patil University, Navi Mumbai  
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For the award of the Degree of  
Master of Philosophy  
In  
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Submitted By  
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Enrollment No.: DYP-MPhil-11014**



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July 2015.**

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A Study of IT Sector Employees in Pune.**

## DECLARATION

I hereby declare that the dissertation **entitled “Impact of Employer Branding on Recruitment: A Study of IT Sector Employees in Pune”** Submitted for the Award of Master of Philosophy in Management at the D.Y. Patil University, Navi Mumbai, School of Management in my original work and the dissertation has not formed the basis for the award of any degree, associateship, fellowship or any other similar titles.

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Date: July, 2015

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## CERTIFICATE

This is to certify that the dissertation entitled “ **Impact of Employer Branding on Recruitment: A Study of IT Sector Employees in Pune**” is the bonafied research work carried out by Ms. Kiran Suresh Shukla, in partial fulfillment of the requirement for the award of the Degree of Master of Philosophy in Management and that the dissertation has not formed the basis for the award previously of any degree, associateship, fellowship or any other similar title of any University or Institution.

Also certified that dissertation represents an independent work on the part of the Candidate.

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Place: Navi Mumbai

Date: July, 2015.

Ms. Kiran Suresh Shukla

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## **EXECUTIVE SUMMARY**

Attracting the best talent and retaining them continues to play a critical role for organisations in today's corporate world. The vacancies need to be filled with competent and mouldable talents which are very scarce or rather limited in availability in the HR market. Therefore, the organisations have to create an image as well as possess effective instruments to fight for the best talent. Before constructing and compiling a strategy to create an effective Employer brand and its development, this working paper analyses the needs for 'Employer Branding' as well as the factors and characteristics influencing the attractiveness of any Employer. According to the survey done and analysed by the researcher in the following chapters, it is proven that a strong and effective Employer brand has a significant influence on the prospective employees and their mindsets while choosing an Employer. The factors that is most important the 'Employer Branding' processes are Safe Employment, Competitive Compensation, Possibilities of Advancement and Promotion and Balance between the Private life and Career. On the other hand the most important associated and attributes associated with 'Employer Branding' were Good Reputation, Dynamic Organization, Market Success, Financial Strength, Attractive Geographical Location and Innovative Solutions.

The practical roadmap for initiating an 'Employer Branding' Strategy is a four step process. The first step is to sketch an image, the second to construct, the third to implement and deliver and the last is to measure. The employer always knows best when it comes to gauging his strengths and hence can use this knowledge to his advantage. The first part of the analysis talks more about the 'Employer Branding' initiatives and communication tools, where in the study reveals that Reputation, Pay and Perks as tools to attract the best. On the other hand, websites and feedback from friends and acquaintances as the most effective communication tool for communicating the brand communication in the market. While one employer is in the phase of setting up a branding strategy and measuring how much effective it is, the organisations can actually use this example of this organisations strategies and best practices as a benchmark.

The Literature review of this work contains some sources and success stories with reference to the core concept of 'Employer Branding'. Many examples and numerous researches reflected in the work that investment in a strong 'Employer Branding' is going to prove beneficial. Looking at today's global market, current demographical trends and other challenges will pose threat to the availability of required talent. The upcoming talent competition among the employers to get the best for their organization has given rise to this strategy of 'Employer Branding' as the most effective solution.

This study overall reflected that the concept of 'Employer Branding' is gaining momentous importance, has high influence on the prospective employees and is one of the booming strategy for attracting the best talent.

#### **Problem Statement:**

The intent of this study is to evaluate the importance and influence of Employer Branding in minds of the prospective employees, by reviewing available literature on the same topic and also through the survey done on the perspective of potential employees. There are numerous articles published on Employer Branding, with many companies having even consciously worked on building their employer brand. However there is very little empirical evidence relating to employer initiatives and the associated characteristics of the employers, that differentiates one employer from the other.

#### **Research Objectives:**

The objective is to explore the role that Employer Branding play in attracting the best employees in the IT sector, and its importance in improving organizational effectiveness and success. It is the economic, psychological and work experiences which makes one organization different from its competitors. So, the second objective of this study is to examine the influence of the employer brand on the potential employee's choice for employment.

The concept of an 'employer brand' can be defined as the creation, maintenance and the management of an agreeable, trustworthy and a progressive image of the employer with his policies addressing the needs and concerns of his prospective employees. This objective takes into account initiatives undertaken by the companies in the IT sector in building their own employer brand.

The major objective of this research is to ultimately derive the degree and the importance of 'Employer Branding' in the Information Technology sector from the viewpoint of employees and also the role that plays in this sector in the present corporate scenario. Further to the main objective, this work will focus upon the objectives mentioned below:

- To examine the extent of influence of 'Employer Branding' on prospective employees for employment.
- To evaluate 'Employer Branding' initiatives undertaken by companies from the view point of prospective employees.
- To analyse the most important characteristics that any prospective employees would associate with a preferred employer.

### **Scope of the Study:**

The competition for the best employees will remain high in times to come given the fact that there exists an acute talent shortage. This study will help: The organizations understanding the importance of employer branding and developing a meaningful relationship with potential employees that can help in providing it with unique employment value proposition for attaining and sustaining a competitive advantage through human resources.

The Human Relationship Department (HRD) of the organisations, has an increasingly important role to play in delivering on the brand promise for improving organisational performance by branding of employment experiences. Any organisation in controlling

the growing employee turnover which is the result of a lacking credibility management by the firm. It would instead help the firm by creating a 'brand culture' through investment in 'human capital' and concentrate on brand building as a 'mantra' for success. To control the damage at crucial times and also help the organisations to use employer brand as a strategic tool for business promotion through sound HR policies.

### **Limitations:**

This study focused on the perspective of the potential employees about the most preferred employer in the IT sector. The following limitations were confronted:-

As the participants of the survey conducted were employees from IT sector, a perception-reality gap depicted in their responses. This occurred as they had not yet practically experienced the employer-employee relationship. And hence could not confirm the commitment of the employer's brand. At the same time, the underlying truth that contradicts the above mentioned concept is Employer branding actually works at the entry level, since the mid-level workforce and the people above it look at other things like job profile. The perception-reality gap may impact the validity and the reliability of the study.

### **An Overview of the Study:**

#### **Introduction**

This chapter introduces the background of this study with the aim of providing the reader with a broad view of the chosen topic. Based on the problem statement the Research questions as well as the objectives of the study are presented. The first chapter ends with an outline of the upcoming chapters.

This chapter also introduces the operational definitions on Employer Branding with the importance of Employer Branding.

## **Literature Review**

A fair amount of articles, research materials and studies have been reviewed to enhance the reader's understanding on the topic.

This chapter states the brief description of various studies and researches carried out related to 'Employer Branding'. It emphasises on how 'Employer Branding' is perhaps the best way to redefine and vastly improve the way companies recruit and communicate with an often overlooked audience: their prospective employees.

## **Research Methodology**

It states the research methods opted, also builds a methodological base for the following theoretical and practical approach with a properly defined survey instrument. It also describes the manner in which the data collected has been analyzed.

This chapter also states that the research design would be carried out towards the purpose and objectives of the study. The research design is both exploratory and descriptive and the data for the purpose of study would comprise of both primary and secondary data.

This research has a sample size of 200 respondents exactly. 250 Questionnaires were sent online as well as circulated among the fresh employee in IT Sector in Pune. 224 responses were received back, of which 200 were found usable.

## **Data Analysis**

This chapter aims at presenting the data analysis with a view to compare the outcomes of the theoretical part with the ones of the empirical study.

Further it states the method of inquires that the data is both primary and secondary data. This chapter explains the different analysis carried out at varied levels in order to derive the mentioned objectives of this study on 'Employer Branding'. The analysis

is based on the primary data that has been collected by the Researcher with the help of an objective based questionnaire, designed exclusively to get factual and tangible data from the sample that included the employees from different IT companies of Pune.

The major objective of this research is to ultimately derive the degree and the importance of 'Employer Branding' in the Information Technology sector from the viewpoint of employees and also the role that plays in this sector in the present corporate scenario.

The data analysis is largely qualitative in nature, with individualistic perceptions of each prospective employee defining the various aspects that each one of them considered while answering the questions asked by the Researcher in the Questionnaire. This study mainly focused on the different perceptions and opinions of the employees from IT sector, Pune.

The feedback that the survey produced in terms of the demographics, the most popular companies in terms of the most preferred employer, reasons for choosing a particular organisation to be the most preferred employer.

## **Findings**

This empirical findings are stated along with the conclusion based on the analytical part. This is followed with recommendations for future research. The preceding data analysis has clearly indicated the extent to which 'Employer Branding' will influence the prospective employees, while making choice of their dream employer.

When the question is asked about their dream employer in the Information Technology world, most of the persons repeatedly pointing out top names of branded companies like TCS, Infosys, Wipro, Syntel and Siemens. Some of them even pointed out names like Patni, Accenture and Oracle India which are comparatively less known but still are well reputed in the Information Technology sector. These are names which are constantly in the news, in the top news papers of the metros, always covered by Medias; possess a big brand name, have success stories, entail excellent

market leadership and show huge profitability. These are factors which highlight and contribute highly towards the 'Employer Branding' of companies. It is then obvious that these popular names therefore easily make it to the test of the prospective employees. The analysis proved the hypothesis that Employer Brand plays an extremely critical role when it comes to attracting the best talent available in the market. The most effective 'Employer Branding' initiatives taken by the top companies for building and communicating their brand name in the minds of prospective employees specifically were found to be:

- Pay and Perks
- Reputation of the company
- Favourable geographical position
- Job advertisements
- Safe employment

## **Conclusions**

The conclusion is based on analytical part of the study, that every Company should now start thinking about investing in 'Employer Branding', the only condition being that the Companies should view it seriously about positioning itself as an employer in the market. With reference to the analysis

This chapter states that as long as the employer delivers what is committed, there is no other barricade to the concept of image building. No Company would want to be a part of the situation where the current employees are unsatisfied or they are not standing or feeling proud about the statements or commitment of the company.

This chapter states that there are combinations of factor that attract the prospective employees and organisations should work on building these factors. These are Reputation, Job advertisement, Pay and Perk, Geographical location, Safe

employment etc. With reference to the analysis, It was found that the most preferred dream Employers were TCS, Infosys and Wipro; this was probably because all of them delivered as they have promised.

This chapter further states that employer branding make an impression every touch point the organisation has with the employee, starting with the recruitment and on-boarding process. It then develops to every aspect of their employment including; training and development, the development of career paths and compensation benefits and incentives, right through to their exit from the organisation and beyond.

Hence this chapter states for employer brand is for attracting new talent, it also provides a compelling reason for one's current employees to stay in the same organisation. With comprehensive knowledge and developed skill sets, existing employees are an invaluable asset to any organisation and it's therefore worth investing time in building stronger relationships with this key set of stakeholders. A employer branding conveys a powerful message to employees as well as potential recruits. It is the image your business or brand wishes to project both internally and externally within the marketplace.

### **Recommendations**

This chapter states what an employer required to make Employer Branding efficient and to understand what methods should be used to attract best talent. This chapter also states that further developing the message and benefit of the employer brand, make more intense internal marketing of the employer brand to the local member and enhancing the possibility of positive word-of-mouth support.

Further it is recommended that firstly, in order to develop strong and excellent employer brand, the company may require considering the message of development and employer benefits that would build suited and well marked.

Hence, it is recommended that the possibility of positive brand image increased among the recruited employees with recruitment activities such as developing good

relationships with key individuals, who are the recruited employees working. To improve the strong employer brand, a clear and defined employer brand can offer important advantages to your organisation. It can significantly reform application rates and put organisation in the covetable position of having a broad pool of talent to choose from.

This chapter states the Companies need to now start branding their Earned Value Professional (EVP's), and need to communicate right information about the factors like Compensation, Attrition, Growth opportunities, its own Reputation in the market. These initiatives help in building a good employer brand capable of attracting the best talent in the labour market. Investing in the right kind of branding would help the company to be successful in the future and, help the HR of the companies to create a value in the eyes of prospective employees and also spell out the company's expectations right from the beginning.

### **Research Questions:**

- How is Employer Branding important for an organization?
- What is the impact of Employer Branding on potential employees?
- How do prospective employees look at Employer Branding and employment?
- What do IT companies do to 'brand the employer'?
- Should Employer Branding be only an HR initiative?

In this chapter the questionnaire used was designed keeping in mind various parameters that could be used to evaluate and analyse the most important factors and characteristics that play critical role in building up of a successful employer brand. The questions were framed in such a fashion and particular sequence that would give a fair picture of a perception that a particular prospect perceive all about employer branding as well as all the factors and characteristics that he or she would associate with their dream employer and get influenced.

# **CHAPTER: 1**

## **INTRODUCTION**

The concept of an ‘Employers Brand’ can be defined as the creation, maintenance and the management of an agreeable, trustworthy and a progressive image of the employer with his eyes and ears turned towards the needs and concerns of his employees and other stake holders of the organisation. The employer has to build for himself an image that not only attracts the best talent or the ‘high performers’ but also retains them despite better offers by rival employers in the job market. It is the art of managing the role of an effective and successful employer with a high retention rate. Indisputably, it is the tell-tale attrition rate that disagreeably dents the otherwise smooth and shining image of every employer. Only the kind of employer who is able to project a strong and trustworthy image can build a committed workforce, by infusing in his employees a degree of loyalty and a deep level of commitment, both of which are vital for organisation’s welfare and also for the prosperity of the employer.

“Employer Branding” is extremely critical when it comes to seeking talent in the market. Employer Branding is a new era concept in terms of workforce attraction and retention.

It incorporates the elements of branding, by creating a particular thought, emotion and image around a specific product or service and then applies this to create a strong brand with a view to recruit employees.

This concept is rapidly gaining exposure in the corporate workforce, especially with companies who deal in international markets and who seek to attract employees with cross-cultural experience.

It is strong employer brands that have unique and distinctive Employer Value Propositions (EVP’s) which are consistently communicated through a company’s actions and behaviours, evoking both emotive (e.g. I would feel good about working there) and tangible benefits (this organisation would take care of my career development) for prospective employees.

A company's employer brand doesn't stand still. Instead, it is reflected in the actions and behaviours of leaders and is impacted by company policies, procedures and practices. A company can influence how it wants to project its image as an employer by observing the following:

Understanding the key drivers of the employer brand.

Identifying gaps in perceptions between leaders (in the Companies) and prospective employees about the strength of the current employer brand and focusing on key areas that will enable the organization to close the gap between the "real" and the "aspirational" employer brand.

Branding is what today's world is all about. Today, when there is a decision of purchasing anything right from a toothbrush to a car, the first thing that clicks in mind is the brand of the product.

Brand has gained so much importance that now it rules the mindset of people. Where does a person spend maximum time of individual's life? The answer is individual's workplace.

Hence, it is natural for the individual to focus on brand when choosing his or her place of work. This is where 'Employer Branding' comes into the picture. For instance when a Pharmacy graduate considers future employer/s, organisations like Ranbaxy, Lupin, Panacea Biotec, etc., instantly comes to ones mind." The reason for choosing a particular employer in the above cited case is largely driven by the manner in which each organisation's answers to the following questions:

- Who are we?
- What do we do?
- What kind of workplace do we offer you?
- What will you get out of working with us?
- How well would you fit in our organisation?

It is only employer's brand that would attract potential employees to organisations and look at retaining them. This signifies a shift in organisational emphasis from product brand to human resources; enabling people to become an active constituent of a successful corporate branding process.

The significance of 'Employer Branding' as a concept emerged in the 1990's with an increasingly talented workforce coming into existence. The term, 'Employer Branding' was first used by Simon Barrow, a marketing consultant, in the 1960's.

The study will focus essentially on 'Employer Branding' in order to understand the concept of 'Employer Branding' and the role that it essays in the present corporate scenario. This study in particular will look at 'Employer Branding' in the context of the Information Technology sector and also consider the perspective of the prospective employees of this sector.

## **Operational Definitions:**

### **Employer**

For the purposes of this study "Employer" refers to organisations who are buyers in the labour market. Herein it is particularly referring only to the IT sector.

### **Prospective employee**

"Prospective employee" refers to that segment of the labour who are interested in working for the organisation or have the capability and skill sets which make them appropriate for the organisation.

### **Branding**

Creating differences and endowing a product/service with the power of a "brand".

### **Employer Branding**

'Employer Branding' is a concept in which a company is a preferred employer and promotes the benefits of working for a company, to the prospective employees.

## **Core Concepts of Employer Branding:**

Employer branding is a relatively new field in research and management. Scientific literature on the topic is still scarce whereas quite a few management handbooks have evolved in recent years (cf. Backhaus & Tikoo, 2004; Edwards, 2010; Sutherland et al., 2002). Employer branding and its related concepts, such as employer attractiveness, are characterized by a lack of structure and some confusion with regard to definitions and termini (Sponheuer, 2009). One reason is the plurality of research fields involved, including the different perspectives from which the topic is being approached. The research streams of organizational identity, corporate reputation, organizational image, corporate culture, corporate branding and corporate communications provide a lot of related concepts and definitions which are relevant to employer branding (Balmer & Greyser, 2003, 2006). Especially corporate reputation and organizational image have to be considered when approaching the topics of employer branding and employer attractiveness.

## **Importance of Employer Branding:**

### **Intensifying employer competition**

The increasing popularity of globalization has resulted in pressurising organisations intending to sustain their competitiveness in the midst of domestic and international competition. The concept of 'Employer Branding' is becoming more significant than ever before globalization and the rising power of international brands are changing the way one works and fuelling the competition for talent. As organisations continually consume natural resources, the only way to their long term survival depends on people who are emotionally engaged to the organisation and who also enrich the organisation intellectually. This has resulted in change of organisational focus from natural resources to human resources. This process of change has transformed society to a knowledge based economy where people constitute the focus. And hence a talented workforce is now viewed by prospective employers as a competitive advantage even as technical skills and talent becomes critical driver of an organisation's survival and growth.

This competition is especially pronounced acute in the search for IT skills. In order to survive, large employers need to make a radical shift away from traditional thinking about employment and work towards building more diverse career partnerships with different individuals and groups.

In the current labour market, more and more potential employees are including such aspects as work/life balance and a company's commitment to the community among the values that they seek in their employer. Competition amongst employers is intense in this market, with many job seekers able to be more discerning in their choice of an employer.

### **Shifting Priorities:**

Individuals and corporations are today re-evaluating their priority in this new environment, resulting in a new definition of a successful organisation that today includes the social dimension of their workforce as an attribute of their success.

“Employer Branding” has been around as long as there have been employers and workers,” states Mark Hornung, Senior Vice President of Bernard Hodes Group Inc, New York, USA. The concept gained recognition as a separate discipline in the mid-90. It began in Europe, where labour issues are a bit ahead of the curve than the rest of the world, and were implemented world-wide during the talent wars of the dot com era. The looming demographic shift caused by the retirement of the ‘Baby Boomers’ also meant employers needed to start thinking seriously about how they would attract the best talent.

According to Hornung (2001), ‘Employer Branding’ has matured rapidly in the past ten years, using the same research and analysis techniques honed over the decades by consumer and corporate brand experts, with an application dedicated towards attitudes about employers and work.

Hornung, further adds “Because of the looming worker shortage and the realization that value is created not by companies but by the talented people who populate those companies.” Thus emphasizing on how Employer Branding is overriding all other means of attracting the talented employees.

### **Recruitment Process:**

Recent study by (Maija Kainulainen, 2014), “Employer Branding in International Recruitment Communication” Barber (1998) defines recruitment as a multi-stage process that companies utilize to target potential applicants. According to Barber (1998, p. 5) “recruitment includes those practices, and activities carried on by the organization with the primary purpose of identifying and attracting potential employees”. Barber (1998) continues that the purpose of recruitment activities is to find potential applicants and persuade them to pursue and accept employment in the company and states that recruitment, as an organizational function is dependent on its ability to communicate with potential applicants and influence them. According to Barber’s (1998) definition there are two primary players in recruitment: the company that is engaged in recruitment and the applicant. Other parties involved in recruitment are organizational agents who are the individuals, either internal or external to the company, responsible for the recruitment function, and outsiders who may have a role in recruitment as they may react to the process as well (Barber, 1998, pp. 7–8).

### **IT Sector:**

IT Sector in India has seen a tremendous growth in it. IT sector which has been a permanent contribution in the economic development of India. India due to its skilled manpower and improved connectivity has emerged as one of the best secure for IT development and also for outsourcing of IT enabled services by other development countries.

The contribution to Gross Domestic Product (GDP) by IT sector has continuously increased and this has lead to government taking an active part in promoting the IT Sector. IT Sector has given many employment opportunities and also acted as a

catalyst in education developing education especially in fields of engineering and computer science.

IT has played an important role in emergence of need e-commerce business and also enabling many other businesses with automated software that has changed the way business is done. IT has also given platform for many businesses to have larger market through its connectivity.

IT Sector has helped India to make its presence in global market by putting India as one of the best destinations for IT enabled product and services.

Today, organizations like TCS, Wipro, and Infosys have a global presence and tap the market globally. They have been crucial for development of IT Sector in India.

## **CHAPTER: 2**

### **I.T. SECTOR IN INDIA**

IT industry in India India's much-vaunted Information Technology sector is composed of two parts: the software sector, and the IT-enabled sector. In both cases, work that was earlier done in the developed world, particularly the United States, has been 'outsourced', or contracted out, to locations in India. In the case of the IT-enabled sector, the activities outsourced include call centres, medical transcription, data entry, ticket-reconciliation, claims processing, credit card administration, and such other routine office work as can be performed at remote locations. While this work requires knowledge of English, it does not require superior education or skills. In IT, India has built up valuable brand equity over the years. In IT enabled services, India is emerging as one of the most preferred destinations for business process outsourcing. The importance of IT industry in the Indian economy can be gauged from the fact that its contribution to the national gross domestic product has increased by seven fold in a span of just one decade from 0.6% in 1994-95 to 4.3% in 2004-05 (Table 1 on page 5). Although industry figures are not directly comparable with gross domestic product as they are based on revenues rather than value added, they provide an indicator of growing importance of the IT sector in the country. Assuming that the Indian economy and IT sector will replicate the past six years performance during the next six years and value added in IT sector is two third of its sales revenue, the contribution of IT sector to national gross domestic product will be around 8.5% during the year 2010-11, quite similar to that in the United States (US) today. The IT sector revenue is expected to increase from Rs. 1276 billion in 2004-05 to Rs. 6435 billion in 2010-11. The Indian IT industry is broadly categorized into IT services and software, IT-enabled sector - gross domestic product, and Hardware segments. Although IT services and software continues to remain the key contributor to the IT sector's revenues, IT-enabled sector - gross domestic product is emerging as the fastest growing segment of the sector. Between the year 2000-01 and 2004-05, contribution of IT-enabled sector - gross domestic product to the IT sector's total revenue increased from 7.4% to 20.2% whereas the corresponding figure for IT services and software fell from 64.5% to 58.5%. Presently, IT-enabled sector - gross domestic product segment of the industry is almost as big as the hardware segment.

Indian Information Technology industry contributes 5.9% of the country's gross domestic product while providing employment to a significant number of its tertiary sector workforce. In March 2009, annual revenues from outsourcing operations in India was up to US\$ 60 billion and this is expected to increase to US\$225 billion by the year 2020. The most prominent IT hub is IT capital Bangalore and the other emerging destinations are Chennai, Hyderabad, Mumbai, Pune, NCR, Jaipur and Kolkata. India's growing stature in the information Technology enabled the country to form close ties with both the United States of America and the European Union

### **Growth of India's I.T. Industry**

India's IT industry has recorded excellent growth over the last decade. During the period from 1992-2001, the compounded annual growth rate of the Indian IT services industry has been over 50%. The software sector in India has grown at almost double the rate of the US software Sector. The statistics of the India's IT industry substantiates the huge momentum acquired by the IT sector in the recent past. During the financial year 2000-2001, the software industry in India accounted for \$8.26 billion. The corresponding figure was \$100 million 10 years back. As per the report of a study undertaken by NASSCOM-McKinsey, the software export from Indian IT industry is likely to reach 50 billion US dollars in the year 2008. This growth rate of the software sector for the year 2008 has been projected on the basis of the 35% per year growth rate achieved in the last couple of years. Export of software and services from India is expected to add almost 41 billion US dollars to the annual revenue of the Indian government in the current year. The share of technology industry in India's GDP is expected to reach 5.5% in 2008; while the corresponding figure in 1998 was as small as 1.2%.The study of NASSCOM has revealed that the growth of India's IT industry has prompted the growth of Indian exports by almost 36%. Another favourable effect of India's IT boom is the expansion of opportunities of employment. By the end of fiscal year 2008, the IT sector of India is expected to employ around 2 million skilled Indian youths. The growth of India's IT sector has brought about many other positive changes in the

Indian economy. The purchasing power of a large section of Indian population has increased dramatically. This has resulted in an increase in the average standard of

living of the majority of population of the country. The increase in purchasing power of the common people has propelled the growth rate of the other sectors of the economy as well. There has been considerable increase in the amount of fund available for venture capitalism and equity financing. The IT-enabled sector sector has also come up to complement the growth of Indian IT sector. Domestic IT market has shown a 24 per cent growth in the last fiscal as against 17 per cent in software exports, according to Dataquest Top 20 survey. However in terms of size of the market, domestic sector at Rs 33,374 crore in 2003-04 is way behind the export revenue of Rs 40,870 crore. The overall Indian IT industry is estimated at Rs 92,924 crore. If BPO and hardware exports are added to overall IT exports from India then the figure for growth in exports comes to 24 per cent. The growth of domestic IT market in 2003-04 compares favourably with the previous year growth of nine per cent while the pace of increase in software exports slowed down to 17 per cent in last fiscal from 26 per cent in 2002-03. In the domestic market, services grew by 26 per cent and hardware by 23 per cent. For the 2012 financial year (which ended March 2012), annual business crossed US\$ 100 billion in sales revenue, with IT contributing to 7.5 per cent of India's GDP. Furthermore, India had 58 percent of the "global IT services" outsourcing revenue, Indian IT services account for 25 percent of its exports. Most Fortune 500 companies outsource some of their work to Indian IT companies, and many operate either directly or indirectly in India. The IT company Tata Consultancy Services reached \$ 10 billion in annual revenue by March 2012, with a healthy bottom line (22 per cent). Another company, Infosys (with \$ 7 billion in annual revenue), created the "ACM Infosys Foundation Award for Computing Science" in 2007 to celebrate 25 years of service. Fortune magazine recently named Infosys founder NR Narayana Murthy, who is known for his unique way of combining capitalism and socialism, as one of the 12 greatest entrepreneurs of our time. India's IT industry is growing steadily. Indian IT companies have reached the global stage and are undertaking interesting IT projects. The IT sector has created jobs for 2.8 million IT professionals and has indirectly employed an additional 8.9 million. The rapid growth or engineering education, with more than 500,000 ungraduate IT engineers graduating per year, feeds into this steadily growing IT industry.

## **Role of information technology in Indian economy**

Information technology (IT) is playing a crucial role in contemporary society. It has transformed the whole world into a global village with a global economy, which is increasingly dependant on the creative management and distribution of information.

Today, IT provides the communication and analytical power that organizations need for conducting trade and managing business at global level with much ease. To coordinate their worldwide network of suppliers, distributors and consumers, organizations have developed global information systems that can track orders, deliveries, and payments round the clock. This has been possible because of the development of IT in its present form. In the broadest sense, information technology refers to the hardware and software that are used to store, retrieve, and manipulate information. At the lowest level you have the servers each with an operating system. Installed on these servers are things like database and web serving software. The servers are connected to each other and to users via a network infrastructure. And the users accessing these servers have their own hardware and operating systems.

In the last two decades, the Indian IT/ IT-enabled sector industry has contributed significantly to Indian economic growth in terms of gross domestic product, foreign exchange earnings and employment generation. The industry has been the trigger for many "firsts" and has contributed not only to unleashing the hitherto untapped entrepreneurial

According to S. Annapoorna and S.T.Bagalkoti from Journal of Economics and Sustainable Development, Karnataka University, Dharwad, 2010. Domination of software and BPO operations. Indian IT industry which includes the sub-sectors like Hardware, Software, ITES-BPO and recently KPO is highly dominated by software and BPO operations. The capital intensiveness of Hardware sector is found to be the reason for its declining share whereas more of labor intensive nature of software industry and BPO is grooming in India. Software products attract no import duty whereas Hardware products, parts, and peripherals attract import duty ranging from five per cent to 40 per cent.

Upward movement in the value chain is another feature. Early IT sector growth was mainly with „body shopping“ or „onsite“ work which was considered to be in the lower level of the value chain. As Chakraborty and Jayachandran (2001) put it, the on-site work was characterized by low skill, low-tech, low investments and low return. But NASSCOM 2003 report visualizes upward movement in the value chain and Indian companies offered services such as System interaction package implementation, IT outsourcing and IT consultancy.

**Mainly Export driven:** The fact observed by Heeks (1996) has not changed much till date and many other researchers like Chakraborty and Jayachandran (2001), Varma and Sasikumar (2004), Sarkar and Mehta (2005) and others found excess export orientation in the Indian IT sector. The export direction is highly skewed towards U.S. about 60% and Europe about 20%.

**Slowly developing domestic market:** Despite IT industry being export driven, the glimpses of slowly growing domestic market can be visualized through the development of SOHO (small offices and home offices), banking and E-governance initiatives.

**Increasing quality of the products and services:** As Indian companies are acquiring global nature as indicated by Bajpai and Shastri they are adopting global practices and increasing the standard of quality. Further, following the global standards as Kumar and Joseph (2005) points out, many Indian companies equipped themselves with international certifications like ISO 9000, SEI level 5, CMM etc.

**High-wage industry:** Indian IT industry, specifically software industry is rewarding its employees with excellent pay and perks. This is inevitable to retain the short-supplied technical labor and avoid them from being grabbed by some other company.

## **CHAPTER: 3**

### **EMPLOYER BRANDING**

#### **Introduction to Employer Branding**

Branding indicates a certain dignity or status in connotation with a person, brand, company or product. Most of the small business owners would know, the importance of Employer Branding cannot be overlooked. Influence of social media and consumers' direct communication with their service provider or company, every status update and tweet has now become reflective of what the brand stands for. Freelancers in various fields have also come to understand that they themselves can now be seen as a brand and in order to recruit prospective clients their online, as well as offline, image has to reflect their work ethic and professionalism.

Employer branding is the communication of an organization as a great place to work. It says, a negative employer brand means that the organization is a poor place to work while a positive brand means it is a great place to work. So the organization itself helps to create its own brand but mostly the brand is created by employees, vendors, customers, partners, competitors, media, and others.

Proper employer branding conveys a powerful message to employees as well as potential recruits. It is the image your business or brand wishes to project both internally and externally within the marketplace. It says who you are as a business, setting the tone and creating an environment that current employees, recruits, customers and key stakeholders view as a positive brand experience.

Employer Branding happens every time at company (or extension of that company – social media, recruiters, etc.) communicates with the world. Top candidates are watching the way your company behaves. Branding your organization to the very best comes way before they read your job description.

Employer Branding is when your employees are truly identifying with you more than just as an entity . It is when they share your vision for the future, your impact to

people, your place in the world, and your values. Employer Branding is when the employer can articulate and pass on these concepts effectively to the employees and in still trust and royalty. That's when Employer Branding is well in place.

**Steps to a successful employer branding strategy:** Companies will gain a competitive benefit by taking a long-term outlook to investing in employer branding and developing their brands to align with long-term business demand.

Here are some concrete, step-by-step tips to help develop one's own employer branding strategies:

**Know your business demand:** Employer branding activities may be misdirected if long-term business demands are not fully understood. Understand what types of competences the organization requires in order to deliver on the business plan.

**Define the main target groups:** Define the weight between present and future talent, based on the business needs and the critical competences. How many resources should an organization spend on attracting new talent versus retaining and developing current talent? Define the main and secondary external target groups that need to be reached.

**Understand the target groups:** After defining the main and secondary external and internal target groups, fully understand them. Organizations should use research to notify what these groups find attractive. Employers should also know the target groups' present perceptions of the organization and know which stage of the decision process they are in. The deeper the understanding of the target groups, the more effective the communication will be.

**Optimize the employer value proposition:** An employer value proposition should be the foundation for all external and internal communication with talent. Optimizing the employer value proposition means ensuring that it includes attributes and communication themes that are attractive, credible, sustainable, and that allow for differentiation in the long term.

**Select key performance indicator and set goals:** Once organizations know what is crucial to business, understand the target groups, and optimize the employer value proposition, find ways to measure impact and to set goals. By selecting the right key performance indicator that measure, for example, an organization's attractiveness and brand association, the company can set annual goals. When these goals are met, the employer will know that the brand is moving in a direction that is fully aligned with the business needs.

**Define an optimal communication mix:** The research indicates which stage of the decision process the target groups are in, and this information will allow organizations to determine where the main focus should lie: on driving awareness, consideration, or desire. This fundamental knowledge will allow companies to optimize the selection of communication channels and will lead to the best possible return of investment.

**Create an annual plan:** Many of the components of an annual employer branding plan — the business needs, the target group's definition and insights, the employer value proposition, the communication mix, the objectives, the main strategies, and the key performance indicator— are now in place, so the plan starts to solidify. The only remaining component is the activities plan — which activities a company should implement and when.

**Develop communication ideas:** Based on the employer value proposition and the selected communication channels, organizations now need to develop communication ideas that will have the greatest possible impact on the target groups and set the company apart from the competition. Of course, these communication ideas and concepts should be tested with the target groups before being fully executed.

**Execute and follow-up:** With the plan and communication ideas in place, execute and continuously follow up. By using the right key performance indicator and regularly updating them against the objectives, employers will be able to correct and optimize when needed, and ultimately to deliver on the company's business needs.

## **The advantages of a strong Employer Brand**

A clear employer brand can offer significant benefits to your organisation. It can significantly improve application rates and put one's company in the enviable position of having a wide pool of talent to choose from. In tight recruitment markets, where competition for the best talent is fierce, it can also help keep the organisation top of mind, make one's company stand out in a crowded market and provide compelling reasons to join one's company rather than going elsewhere.

In companies where values, personality and desired behaviours have been deeply embedded across the organisation employers are also likely to benefit from increased engagement from employees. Greater employee engagement and motivation has been shown to result in greater productivity and higher retention rates – all of which contribute to retaining skills and knowledge, and ultimately improving one's bottom line. Increased engagement with the brand will also help build employee loyalty reducing the risk of losing one's best people to competitors, and therefore avoiding the financial implications of recruiting and on-boarding their replacements.

With such significant benefits associated to creating a compelling employer brand it comes as no surprise that research from the EBI has shown that despite the economic downturn and unstable recruitment market, over a third of all businesses plan to increase their spend on developing their employer brand in the next 12 months.

**Developing company's employer brand:** When developing company's employer brand it is fundamental one consider a number of questions from the outset:

- What are the most attractive and compelling attributes of the organisation to both current and potential employees?
- What roles within the company are most critical to company's success and what do company need to do to attract and retain the best talent in these areas?

- What are the typical characteristics and attributes of current employees and what are their future requirements?
- What are the current perceptions of working within the organisation? How are they affecting company's current ability to recruit top talent?

With a clear understanding of these areas company can then define an outline of where company is now, what you would like your employer brand to be and the steps required to get there, all of which form the basis for their employer brand strategy

Typically, “ownership” of employer brands often falls to HR, Internal Communications and Marketing departments, but the reality is that everyone in the organisation is responsible for one's employer brand – particularly company's senior management team. Employer brands cannot be forced onto employees; they have to be true and accurate and reflect how their organisation treats its employees. That means true employee engagement only happens if the brand is embedded into the culture of the organisation, is lived and breathed by everyone and underpinned by a leadership team that leads by example. If it's clear the management team don't believe in the brand values, even the very best internal communication campaigns won't be able to instil a change in culture throughout the company.

**Alignment of company's employer and external brand:** Both employer and external brand need to be closely aligned in order to present organisation consistently and effectively. If there is a clear disconnect between how company present themselves to the outside world and how company's employees view the company and what it is actually like to work there, company's brand will have a confusing message and will fail to engage both external and internal stakeholders. Remember company's employees can either be organisation's strongest brand ambassadors, or biggest critics.

It's therefore crucial that all employees 'live' the brand, including demonstrating the brand's desired behaviours, beliefs and culture. It's key to remember this level of employee engagement doesn't just happen overnight though. To successfully shape

company's employer brand one's need to invest in company's existing employees; it's no use promoting a culture of innovation, ambition, and promising career development and training to potential employees if the reality inside the organisation is one of bureaucracy and minimal training. The best employer brands accentuate the positive aspects of the organisation but are realistic and create a picture people can relate to.

### **Developing company's employer brand throughout the employee lifecycle:**

Whilst company's employer brand will focus on engagement with potential and existing employees, it's important to remember that most relationships between employees and the brand can actually start even before you commence the recruitment process and that their relationship with the organisation will develop and change over time.

A well-rounded, compelling employer brand will consider all of the stages of the employee lifecycle:

### **Attracting new talent**

Attracting new talent is the first stage of any recruitment process and whilst it is widely recognised that in order to attract applicants organisations need to promote the strongest attributes of the organisation, what many fail to recognize is that they may be fighting a losing battle if the pre-existing perceptions held by employees aren't addressed.

Consider every encounter a job seeker may have had with one's organisation – these previous encounters will have already created an impression of company's brand and could potentially determine whether they decide to even apply for a role or not. It is also highly likely a potential applicant will research one's company, whether looking at the careers section of company website or tapping into the experiences of others on social networking sites, so it's crucial the information one provide, or the experiences of others, support core messages.

By understanding existing perceptions and the people are trying to attract can also create a more compelling case for as an employer. For example, focusing on more than just technical requirements in job specifications and considering why a role would be attractive, what organisation can offer (culture/work-life balance/benefits etc) and what would make more appealing than other companies or opportunities goes a long way to developing a strong employer brand. Similarly check the careers section of website reflects the brand to its full potential.

### **Strengthening company's employer proposition:**

- Promote culture and rewards
- Show what success in the organisation looks like
- Introduce current employees
- Promote awards and accreditations such as 'Top 100 employers' or 'Investors in People'.
- Demonstrate a commitment to CSR
- Promote commitment to career development and training

Remember to treat all applicants with respect and courtesy. Whether they are right for the role or not, they have invested time and interest in brand and are potential brand advocates and their opinions should not be disregarded.

### **Interviewing and on-boarding**

The interview process is a prime opportunity to reinforce employer brand so make sure interviewers live and breath brand values. An interviewer who is negative, unprofessional or ill-prepared will not only give the wrong impression of the organisation but could also determine whether the interviewee chooses to accept a job offer or not. They could also have a negative impact on attractiveness to other potential employees.

Once company found the right person and they've accepted a job offer, attention should turn to the on-boarding process. Ignore this crucial part of the recruitment process and could find back at square one very quickly. One should reinforce their

employer brand prior to the new employee's start date and deliver a well planned induction process to ensure the reality of the organisation matches the brand they've bought into.

### **Retaining your best talent**

A strong employer brand isn't just for attracting new talent, it also provides a compelling reason for current employees to stay with their organisation. With extensive knowledge and developed skill sets, existing employees are an invaluable asset to any organisation and it's therefore worth investing time in building stronger relationships with this key set of stakeholders.

Employer brand should be reinforced regularly; employees need to be reminded of the qualities that first attracted them to the organisation. More importantly though company need to deliver on the brand promises have made to those employees, whether through reward and recognition, training and development or a clearly defined career path. Brand reputation is built on perceptions that are matched by the actual experience of engaging with the brand.

### **Leaving on a good note**

There will always be a level of churn within the organisation but just because one's saying goodbye to a current employee doesn't mean their relationship is over. With a strong connection to their brand, leavers can remain some of their best brand ambassadors – if their exit is dealt with well. Employees often go on to be other stakeholders for their organisation, whether as a customer, competitor or an industry peer. They are often key influencers and will already have a great deal of insight into the employer brand. With this in mind it is important to ensure leavers feel supported until the end.

Exit interviews are often a good way to gain further insight into the employer brand and perceptions within the organisation, whilst demonstrating to leavers that their views are valued. Many of the largest employers have recognised the importance of past employees to the development of their employer brand and have established

alumni schemes to strengthen these bonds and to retain communication with this growing network.

### **Monitoring company's employer brand**

An employer brand will continue to grow and develop over time and requires ongoing attention. The best employer brands recognize the changing needs of their workforce and shifts in perceptions, and adapt accordingly. Tools such as employee satisfaction surveys, employee workshops and exit interviews can all provide invaluable insight.

Organisations that fail to recognize the importance of their employer brand and monitor it accordingly are likely to find themselves at a disadvantage over the long-term. Whilst increased spend on recruitment campaigns may aid short-term attraction of new talent, employers may well find themselves losing out on the best talent to firms with stronger employer brands. Even if they manage to attract a high level of talent the reality of how the employer brand is reflected across the organisation will ultimately determine the ability of the organisation to retain this talent.

### **The Employer Branding advantage and benefits**

In today's competitive economic environment, the promotion of a compelling employer brand has become vital to profitability. Employer branding refers to the expression of a company's unique attributes as applicable to both prospective and current employees. Like that for the branding of a product or service, the intent of employer branding is to appeal to a targeted audience and motivate them to take action. While product/service branding influences a consumer's decision to make purchases, the employer brand is the composite of various economic, psychological and functional aspects that impact a professional's desire to work for a particular organization.

The establishment and communication of a strong, consistent and effective employer brand create several advantages for a business. Four positive results of employer branding are discussed below.

### **Larger, More Accessible Pool of Talented, Interested Candidates**

The employer brand attracts a larger pool of talented candidates whose values and preferences align with the business. The brand strategically projects certain attributes like a supportive mentorship program, a casual office culture or the flexibility to work remotely – that readily appeal to a target group of individuals. As such, candidates eagerly approach the organization, and the need for internal recruitment efforts is alleviated.

### **Employee Passion, Engagement & Productivity**

A well-communicated employer brand also stimulates employee productivity. When professionals choose an organization for its attractive branding, and subsequently experience the reality of the “brand promise” upon joining the business, they “are clear on company values and messaging, and feel part of a greater purpose,” explains Julie Roy in an article from Talent Management magazine.

### **Better Retention Rates, Lower Recruitment Expenses**

Retention is automatically stronger when a candidate joins an organization because of personal alignment with the employer brand, rather than out of desperation, spurring acceptance of a job offer with just any company. In fact, a 2011 study conducted by recruitment advertising organization TMP Worldwide found that more than a third of businesses enjoy reductions in turnover as a direct result of employer branding initiatives.

### **Enhanced External Reputation**

Employer branding, an effort involving the interior of a business, inevitably has positive results for an organization’s public image as well. When a company effectively “align(s) employee knowledge, the corporate mission and brand messaging,” its employees become brand ambassadors who communicate the value of the firm’s mission and product offerings to their professional and personal networks, contends Talent Management.

The value of a distinct employer branding strategy is evident. The consistent communication of corporate vision and culture helps a business find the right people, retain those people and grow – both internally and externally – as a result. If an organization has yet to declare an employer brand. Crucial first steps include contemplating business needs, identifying target groups, establishing performance metrics and formulating effective messaging.

## **CHAPTER: 4**

### **LITERATURE REVIEW**

Literature Review is a brief description of various studies and researches carried out related to 'Employer Branding'. It emphasises on how 'Employer Branding' is perhaps the best way to redefine and vastly improve the way companies recruit and communicate with an often overlooked audience: their prospective employees.

#### **Rules of Attraction:**

The study 'Rules of Attraction'- Recruit and Retain the Best Staff with 'Employer Branding' by Melissa Johnson and Phil Roberts (2000), states that, the recent economic slowdown have sent many companies scrambling to cut spending across the board. Now, as the economy seems to be rebounding, companies are looking to reposition themselves as employers of choice, and to define what that means to all of their constituents. Mergers, acquisitions, bankruptcies, frozen hiring, and layoffs have distorted company identities and rattled employees' sense of security.

At heart 'Employer Branding' is the articulation of a company's brand positioning within its recruiting and Human Resources (HR) marketplace, which might sound dry and technical, but generally the result is quite the opposite.

Much like how companies develop consumer brands, an employer brand is driven by how companies wish to create expectations, communicate values, and influence perceptions. It expresses, often vividly, what the experience is like on the inside.

'Employer Branding' involves basic marketing strategies, that include the company's position so that it is seen and experienced in a way that draws the most qualified people and relaying operating principles so that prospective employees understands the company values communicated. Clients and customers might pay the bills, but it's the people behind the scenes who enable that. It is rightly stated that "attracting and keeping the best is what an employer brand is all about". The study also understands that ensuring strong branding initiatives can be the key to a company's staying power.

The reason is that, 'Employer Branding' optimises recruitment as it encourages employee productivity, loyalty, and retention. And this leads to business growth. So, although once thought of as trendy, 'Employer Branding' is now showing up in marketing and HR budgets. Hence it is fast becoming the key to performance measurements by top management and is reflected in company's balance sheet under the "goodwill" or "intangible asset" section.

There is a clearly stated employee perspective that at least 40% of employees plan to leave their jobs once the economy and labour- market confidence improve, i.e. they will again become potential employees for the other employers in the same vertical.

These are some principal reasons analyzed by various researchers as to why people do so (in order of importance). These are:

- The company's reputation and the organisational structure don't meet their expectations.
- They feel unappreciated in their day-to-day experience.
- They sense a lack of support.
- The company provides unclear communication of advancement opportunities.
- They are dissatisfied with compensation.

Here it can be noted that compensation is not at the top of the list. Although, many companies are trying to entice candidates with bonuses and pay increases, but they still miss the primary causes of resignation.

In a study conducted by Bayard Advertising Agency ([www.bayardad.com](http://www.bayardad.com)), a recruitment company, 40% of job seekers ranked treatment of employees as highest in their perception of organizations. Quality of the company's products or services also ranked as important (29%) in determining its reputation as a place to work. Also, 77% didn't rank the company's financial health as their top priority in determining its

reputation. Although 20% of respondents were unfamiliar with the term ‘Employer Branding’, a whopping 95% felt that it was “important.” This tells us that corporate reputation is a major factor for influencing and attracting job seekers.

And in a recent survey (2013), by Geneva-based World Economic Forum, more than 77% of prospective employees believed that reputation had become more strategically important not just for their careers, but also for their company’s success. As reputed American Social Scientist Benjamin Franklin said, “Glass, china, and reputation are easily cracked, and never mended well.”

Also, in a 2002 poll by Maritz Research in Fenton, USA ([www.maritzresearch.com](http://www.maritzresearch.com)), nearly half of all American workers (49%) indicated their company’s brand or image played a key role in their decision to apply for the job. In addition, 90% of those people considered their company’s products/services better than those of their competitor. Only 78% of respondents weren’t influenced by reputation, when it came to joining the company.

The above study suggests the following steps that should be taken before embarking on employer brand development:

- Create a strategy built on vital information and data.
- Address corporate identity and brand guidelines in the early stages.
- Invest by involving employees in the process.
- Be realistic in setting and communicate goals.
- Consider budgets early, so that resources necessary to bring the brand to life are readily available.
- The above study also introduces the following elements of ‘Employer Branding’:
  - Positioning : The strategy defining where one lies on the competitive landscape.

- Personality : How one is viewed as an employer (values and vision)
- Promise : How one sets expectations for candidates and employees
- Message: The compelling and insight-revealing goals one communicates.

The perceptions and beliefs people have about the organization is what drives existing brand and the process start with identifying this.

According to Louis Naviasky, Executive Vice President of Bayard, Advertising Agency (New York, US), 2006 “An employer brand isn’t simply the HR department getting together with its ad agency and coming up with the ultimate ad campaign”. He even stated that ‘Branding’ is about examining the realities of your organisation and getting to its essence and requiring rigorously examining all organisational facets. After this initial assessment, the next step that he discussed was to set up measurable and attainable business objectives for the ‘Employer Branding’ campaign. It’s also beneficial to enlist a recruitment advertising and/or marketing communications agency. These professionals have the advantage of a multi-industry perspective, and focus on HR communications, ‘Employer Branding’ strategies, and execution. Recruitment advertising agencies also have the expertise, the research tools and techniques leading to a well-informed brand strategy. The best agencies can easily translate brand strategies into compelling and creative ones—utilising competitive review, interviews, focus groups, and potential employee surveys for ultimate success. Then, introduce the brand and monitor progress through a well-defined response management programme (track employee referrals, processed resumes, tendered and accepted offers, retention rates, and job posting hits). This is very essential. Louis Naviasky, Executive Vice, Bayard Advertising Agency (New York, US) 2006, reported that only 20% of companies were measuring the consequences of their ‘Employer Branding’ initiatives.

## **The Right People:**

The Louis Naviasky, Executive Vice, Bayard Advertising Agency (New York, US) 2006, discusses that establishing a consistent 'Employer Branding' strategy takes into account the efforts of both marketing and HR. This partnership can result in many advantages, including shared advertising dollars, improved use of resources and budgets, production efficiencies, enhanced decision making, consistent image, and better communication. Carla Coe (2002), Recruitment and Retention specialist at Memorial Hospital in Colorado Springs, Colo., also agrees that "With successful patient care messages, quality employees are recruited with emphasis of 'we hear, we heal, and we care.' Proactive companies employ a liaison. This person interacts with both departments getting a clear understanding of their needs to facilitate the branding message. And he or she ensures that all rules & guidelines are followed, for brand consistency. Usually reporting to the Director of Marketing, the Liaison increases, branding process' efficiency & guides departmental cooperation. When the right recruitment agency gets involved, the alliance can be further streamlined. Tender Loving Care (TLC), headquartered in Lake Success, N.Y., (2012) joined the large number of companies that are branding themselves. This US provider of home healthcare services partnered with Bayard and went to extraordinary efforts.

After Bayard identified issues relating to TLC's current brand, based on the provider's status, both: Centralised their recruiting efforts, generating message consistency and consolidation of advertising overlaps.

Initiated an Employee Referral Programme ("Drive for the Gold") that's in its second year of success in generating referrals.

Developed Internet, job fair, and national-conference master schedules to maximize budgets and realign dollars, to a more strategic focus and away from newsprint, which had till then dominated the budget.

Performed search-engine optimisation (and TLC initiated a pay-per-click program on yahoo.com and overture.com to attract passive candidates).

Brian Lawlor, the HR generalist of TLC (2001) stated that the company had changed from decentralised to centralised recruiting. By creating an overall brand, TLC was

now effectively able to communicate important concepts to potential employees, and increase the probability that potential employees will understand and appreciate what it offers. In the similar study carried out by Melissa Johnson and Phil Roberts (2000), the role that channels of communication play in 'Employer Branding' is also discussed.

The study states that 'Employer Branding' is more than how a company advertises; it's affected by every way that a company interacts with the public (e.g., advertising, media articles, interactive strategies, Web site, and promotional materials).

According to a 2004 survey by The Conference Board (a New York nonprofit research organisation), it was found that, when it comes to communicating the employer brand to recruits (prospective employees) and employees, 81% of marketing executives favoured the traditional external print-and-broadcast media, and 77% favoured internal-print media. But a well-rounded employer brand program should integrate all media, especially the Internet: a rapidly growing vehicle for the recruitment industry. More than 60% of respondents were using Internet campaigns for recruitment or internal branding.

The study also found that advertisements or job-board listings are often the first point of contact for a job seeker. It's important to say all the right things. 'Employer Branding' showcases an organisation's reputation to the community.

That's why Poudre Valley Health System (Fort Collins, Colorado) makes employees the focus of all its branding efforts, including featuring them in every recruitment advertisement (by Melissa Johnson and Phil Roberts (2000). Candace Pruett (2001), the HR Consultant for nursing, states that when organisations use employees in recruitment advertisements, it generates excitement and helps to keep their morale high. Branding efforts hence are communicating about the great employees who are a part of organisation. Employees of successfully branded companies 'sell' the environment, whether it is in terms of solid career opportunities, great management or flexibility. It has also been proved that this word of mouth (internal and external) has much more impact than company advertising. It builds employee loyalty and increases quality of employees hired. Life Care Centers of America, in Cleveland,

Tennessee. (the US largest privately held provider of skilled nursing, rehab, and sub acute care), engages employees with internal materials and links about itself in news media. Sandeep Randhawa, Southwest Division People- Development Director, of Life Care Centers at America, that the branding campaign provides a consistent and clear message regarding the organisation image in the community. There are several newsletters and magazines that help to promote the company's culture and services.

Continuous company updates help prospective employees and also in term assist the employees in understanding a company's vision, mission, and strategies.

A strong employer brand doesn't happen simply by calling something a brand; it requires a careful and thorough process. Like any market strategy, it doesn't happen overnight. It takes time for people to experience it, build faith, trust in it, and eventually embrace it. Everyone in a company can be a brand ambassador.

Companies must rely on their best employees to succeed in the new economy, and the cost of letting vacant positions go unfilled can be staggering. Savvy employers recognize that there's a rich supply of talent but it won't last long with an improving economy and the impending retirement of the baby boomer generation. 'Employer Branding' is the way to capture top employees while building equity in the company's brand. It is a powerful business tool.

**Thus, there are following benefits of 'Employer Branding'.**

**Competitive Edge:** Recruiting and retaining top people are a powerful advocate for improved products and services.

**Credibility:** Strategic and carefully developed PR can create a strong, viable believability factor for 'Employer Branding' messages.

**Name/Brand Recognition and Trust:** The greater the national awareness, the more ease local markets will have in their recruitment efforts.

**Enhanced Reputation:** Proactive communications and internal programmes can position your organization as a thought leader and an industry expert.

**Quality Staff (Current and Prospective):** A thoughtfully planned strategy increases prospective candidate flow, and energises staff so that they feel connected to the organization's long-term goals.

**Profitability:** Employee productivity increases, loyalty is fostered, and retention improves.

Christopher J. Collins and Jiah Han (2004), examined relationships amongst early recruitment practices, organisational factors, and organisation- level recruitment outcomes, predicting that low involvement recruitment practices, high-involvement recruitment practices, corporate advertising, and firm reputation would positively affect the quantity and the quality of organisations' applicant pools. The firm's reputation is nothing but the employer's brand, where as the corporate advertising and recruitment practices are the effective tools which play a very important role in building the brand image of the employer thereby affecting the quantity and quality of applicants. The research also talks about various other studies and authors and their work related to 'Employer Branding'. One of the studies observed that despite a current lag in the economy, the war for talent is expected to continue well into the 21<sup>st</sup> century (Michaels, Handfield-Jones, & Axelrod, 2001). In particular, the combined effects of increased demand and smaller supply will increase the competition amongst organisations over available qualified labour pools (Dohm, 2000). Given this war for talent, organisations that are able to attract larger pools of quality applicants and be more selective in their hiring decisions will increase the effectiveness of their overall staffing systems (Boudreau & Rynes, 1985; Murphy, 1986) and achieve a huge competitive advantage over their rivals (Michaels et al., 2001; Woodruffe, 1999).

Recruitment researchers have also argued that organisational factors such as corporate advertising (Cable, Aiman-Smith, Mulvey, & Edwards, 2000; Rynes, 1991) and firm reputation (Belt & Paolillo, 1982; Gatewood, Gowan, & Lautenschlager, 1993) are likely to affect the job seeker's perceptions of an organisation. The study suggest that early recruitment practices, corporate advertising, and reputation may all affect

recruitment outcomes by affecting the job seeker's perceptions and application decisions during the first phase of the recruitment.

Collins and Stevens (2002) found that a variety of early recruitment practices were significantly related to job seeker application intentions and decisions through their effects on perceptions of employer brand image. Specifically, Collins and Stevens found that publicity and sponsorship activities affected the job seeker's application decisions mainly through general attitudes toward a company, whereas word-of-mouth endorsements and advertising affected job seekers' decisions through both general attitudes and perceived job attributes.

The study also mentioned that companies are increasingly looking to affect job seekers through general recruitment advertisements that create awareness of the organisations as employers and convey positive cues to job seekers through logos, pictures, and visual images that require little processing effort (Martinez, 2000). Recruiters have turned to display advertisements in newspapers, recruitment posters, and banner advertisements on Websites to create initial awareness and attraction (Martinez, 2000).

Further, Aaker (1996) argued that the awareness created through advertising serves as a "signal" of a brand and leads individuals to ascribe positive characteristics to brands to which they have had greater exposure. Similarly, research on recruitment suggests that job seekers are more attracted to familiar than to unfamiliar companies (Gatewood et al., 1993; Turban, 2001), as general recruitment advertisements and sponsorship activities are designed to increase awareness and create general, positive perceptions of an organisation. A company can influence student job seekers through detailed recruitment advertisements that convey positive information about job openings and the company as a whole (Barber, 1998). For example, Rynes and Boudreau (1986) found that companies look to attract applicants through job postings and company brochures that provide detailed information and arguments about company attributes.

It is noted in the study that both detailed recruitment advertisements and employee endorsements are likely to affect recruitment outcomes by positively affecting the job

seeker's beliefs about job and company attributes. Further, after reading positive, detailed information on some job and company characteristics, job seeker's may also be more likely to develop positive beliefs regarding other missing dimensions on which they make decisions (Aaker, 1996). It was found that because job seekers are more attracted to jobs that have more positive attributes (Barber, 1998; Rynes, 1991), high-involvement recruitment practices will increase the quantity of the applicant pool.

Drawing on the Expectancy Theory, Rynes (1991) argued that job seeker's will be more likely to apply for a job opening perceived as having high valence (i.e., many positive attributes) and high expectancy.

Drawing on the Expectancy Theory, Rynes (1991) also explored Corporate Advertising, Firm Reputation, and Organizational-Level. Cable and Turban (2001) looked to theory and research on Marketing Brand Equity to develop a broad model of how firms influence the decision making of job seekers. In particular, they noted that Corporate Advertising and firm reputation are likely to affect job seekers by affecting their awareness and perceptions of a company. Corporate advertising has been defined as paid messages communicated through different media outlets designed to influence consumer perceptions of a company and its products and their intentions to purchase the products (Aaker, 1996). Organisations spend a great deal of money on advertising to build strong, favourable images in the minds of consumers (Aaker, 1996), and research has shown that these investments are significantly and positively related to perceptions of companies their products (Cobb- Walgren, Ruble, & Donthu, 1995) and to their sales and market shares (Sethuraman & Tellis, 1991).

Further, it is mentioned that corporate advertising may affect job seekers by signaling the quality of the employment opportunities, particularly during the first phase of recruitment, when job seekers are likely to have little knowledge of a company as an employer (Cable & Turban, 2001).

Thus, it can be said that higher quality applicants may be more likely to apply to companies that engage in a high level of corporate advertising because they perceive these companies as likely to have an equally high level of quality job opportunities.

On the other hand, less-qualified job seekers may be equally likely to apply to companies with high and low use of corporate advertising because these job seekers are trying to increase their chances of securing jobs. Cable and Turban (2001) stated that firm reputation, defined as the public evaluation of overall company appeal as compared to rival companies' appeal, should affect a company's ability to attract applicants. There is mounting evidence that organisational reputation can positively affect recruitment outcomes. Recruitment studies conducted at the individual level of analysis have shown positive and significant relationships between corporate reputation and job seekers' intentions to pursue an organisation (e.g. Belt & Paolillo, 1982; Gatewood, 1993). More importantly Turban and Cable (2003) found positive links between firm reputation & organisation-level recruitment outcomes.

Drawing on social identity theory, Turban and Cable (2003) stated that firm reputation should have a positive effect on applicant pool quantity. Social identity theory suggests that an individual's self- concept is based partly on membership in social groups (Tajfel, 1982).

The social status and attributes associated with a group reflect on and convey information about the group's members (Ashforth & Mael, 1989; Tajfel, 1982). Because individuals can enhance their self- concepts by associating themselves with companies with positive reputations, Turban and Cable (2003) discussed that positive organisational reputation will increase the attractiveness of the companies resulting in larger applicant pools.

Awareness creates the first piece of knowledge in the minds of individuals on which other components of brand knowledge (i.e., beliefs about product attributes) can be based (Aaker, 1996; Keller, 1993). Awareness is necessary before other beliefs or perceptions can be formulated. Brand equity researchers have noted that prior awareness is required before individuals can process and store detailed information and beliefs regarding an employer (Aaker, 1996; Keller, 1993).

Authors like Belt & Paolillo, 1982; Fombrun & Shanley, 1990; Rynes, 1991, have found that decisions to apply to an organisation are often heavily reliant on the general impression that applicants hold about the company's overall attractiveness.

Rynes recommended that future recruitment research be directed at determining the major components of company image and how they might be modified or communicated to improve applicant attraction.

### **Corporate identity:**

Corporate identity is now widely recognised as an effective strategic instrument and as a means to achieve competitive advantage (Gray and Smeltzer, 1985; Schmidt, 1995). Corporate identity plays a very important role when evaluating employment opportunities, as the stakeholders are increasingly concerned with corporate reputation.

In some studies of identity, corporate identity has been ascribed to the design elements of organisations (e.g. Jenkins, 1991; Pilditch, 1970; Selame and Selame, 1975). These studies have focused on the evolution of a company's identity through the changes in the visual expressions of the organisation. Another study claims that members of the organisation are the sources of corporate identity cultivation (Kennedy, 1997). Studies from the organisational behaviour perspective provided articulation about how employees identify themselves with their organisations (e.g. Bergami and Bagozzi, 2000; Dutton et al., 1994; Hatch and Schultz, 1997; Mael and Ashfort, 1989; Whetten and Godfrey, 1998). It has also been found that employees' own interpretations of how their organisations are perceived by outsiders affect the organisations' actual identities (Christensen and Askegaard, 2001; Dutton and Dukerich, 1991).

Bernstein (1984) emphasized that every organisation has a personality based on its corporate philosophy, culture and core values reflected in its mission and vision statements (Abratt, 1990), thereby linking visual identity to strategy (Olins, 1989). Ind (1990) and Gray and Smeltzer (1985) regarded corporate identity as an expression and an integral part of strategy.

Evolution of corporate identity through visual expressions and corporate personality, should have focus (Balmer, 1997; van Riel, 1995; van Riel & Balmer Gray, 1999;

Steidl & Emery, 1997; van Riel, 1995; van Riel & Balmer, 1997). This argument has added corporate communication to the field of corporate identity research. Finally, Wilson (2001) states that the external industrial environment of an organisation influences its culture, thus its identity. In relation to this, the study considers whether organisations identification with its industry's identity determines its position in the market (Peteraf and Shanley, 1997).

Corporate identity means having a core business philosophy which is embedded in the mission and vision statements of an organisation and disseminating the values asserted by them to its employees via management communication as well as to its external stake holders via expression of its visual systems, behavior and communication activities (van Riel, 1995).

In essence, corporate identity reveals, What the organisation is? What it stands for? What it does? How it does it? and Where it is going? (Bernstein, 1984; Melewar and Jenkins, 2002). The expression of identity is also an inherently dynamic process (Gioia, Shultz and Corley, 2000) that tends to evolve overtime as the organisational context changes (Gioia, 1998).

Because of shortages in various labor markets, it has become increasingly important for organisations to make themselves stand out from their competitors so that they are seen as attractive employers for prospective applicants. Undoubtedly, this is a challenge because jobs and organisations within the same industry are often very similar (Maurer, Howe, & Lee, 1992; Tkylor& Collins, 2000; Thomas & Wise, 1999). Recent research has confirmed the key role of potential applicants' initial impressions of organisations as employers. Evidence has been found that early impressions of an organisation's image as an employer are strong predictors of applicants' attraction after a campus interview (Turban, Forret, & Hendddkson, 1998), which in turn is related to applicants' job acceptance decisions (Powell, 1991; Powell & Goulet, 1996).

Most of the previous studies have demonstrated that organisational attraction was influenced by applicants' perceptions of job and organisational characteristics such as pay, opportunities for advancement, location, career programs, or organisational

structure (Cable & Graham, 2000; High house, Zickar, Thorsteinson, Stierwalt, & Slaughter, 1999; Honeycutt & Rosen, 1997; Lievens, Decaesteker, Coetsier, & Geimaert, 2001; Tlirban & Keon, 1993).

Other studies revealed that, in the early stages of the recruitment process, protective applicants ascribed traits to organisations (Slaughter, Zickar, High house, Mohr, Steinbrenner, & O'Connor, 2001; Tbm, 1971). It is also noted that, early impressions of an organisation's image as an employer have been found to be related to initial attraction to organisations (e.g., Hirban et al., 1998).

Although recruitment researchers have only begun exploring pre employment images of companies (Belt & Pao lillo, 1982; Cable & Graham, 2000; Gatewood, Gowan, & Lautenschlager, 1993; High house et al., 1999), brand image is a construct with a longstanding history in the marketing literature (Gardner & Levy, 1955; Keller, 1993; Levy, 1957; Levy & Glick, 1973; Martineau, 1958; Padgett & Allen, 1997). Therefore, the study followed recent recommendations (Cable & Tlirban, 2001; Maurer et al., 1992) and drew on conceptualisations of brand image in the marketing literature to increase the understanding of the image that organisations have as employers.

A study that lays emphasis on Symbolic attributes to a company's attractiveness as an employer; states that Symbolic attributes are linked to people's need to maintain their self-identity, to enhance their self-image, or to express themselves (Aaker, 1997, 1999; Katz, 1960; Shavitt, 1990; Sirgy, 1982; Solomon, 1983). Brands have a symbolic function because consumers tend to associate human traits & brands (Aaker, 1997, 1999; Plummer, 2000) as they assign human traits to themselves (Shamir, 1991), to others (Watson, 1989), to objects (Prentice, 1987).

A consistent finding is that the importance of symbolic junctions of a brand increases when instrumental differences between brands are limited. This is understandable from the perspective of both consumers & companies. Symbolic meanings associated with brands make it more straight forward for consumers to distinguish among brands and to choose a particular brand more decisively (Durgee, 1988).

Similarly, companies find it often easier to differentiate a brand strategically from competitors on the basis of symbolic dimensions than on the basis of instrumental dimensions (Erdem & Swait, 1998; Plummer, 2000).

It was also noted that research found empirical support for the importance of some of these job and organisational characteristics as determinants of applicants' initial attraction to companies (High house et al., 1999; Lievens et al., 2001; Hirban & Keon, 1993).

As stated by Slaughter et al. (2001), applicants may attribute specific traits to a specific organisation on the basis of its advertising, its products/services, and its places of business, its employees, its customers and its social information.

Almost all studies of the job choice process have focused on decisions made after the initial decisions (Rynes, 1991); therefore little is known about variables that influence those initial decisions. Herriot and Rothwell (1981), in their study explicitly examined recruitment sources and initial decisions; they concluded that recruitment brochures did influence potential applicants' intentions to apply to organisations. Rynes (1991) suggested that, given the small amount of information that applicants possess in the early stages of the job choice process, decisions are heavily based on the general impressions of organisational attractiveness. The research labeled those general impressions as "organisational images" and stated that "one useful direction of future research would be to determine the major components of organizational image, and whether any of them can be cost effectively communicated to improve applicant attraction "(Rynes, 1991: 435-36). Fombrun and Shanley (1990) also indicated that image is a major component of early job choice decisions.

Although, each of the three recruitment processes is important, attraction activities occur first and are the most crucial for determining recruitment and staffing success. Attraction activities establish the pool of applicants from which new hires will eventually be chosen. If top candidates do not apply, an organisation has no chance of hiring them. Thus, the maximum potential value of a recruiting cycle (i.e., the contribution the best applicants could make to organisational effectiveness) is fixed once the applicant pool is established. To assess attraction outcomes, the relevant

applicant pool in continuous recruitment approaches to the record all applicants at the time of decision making that have not already been hired, irrespective of their current status. The maximum potential in an applicant pool is realized only if the best applicants in the pool are offered, and then accept, positions. Any other outcome (i.e., the failure to retain top candidates in the pool or to gain their acceptance of offers of employment) represents a loss of potential value.

Status maintenance and gaining job acceptance activities influence the effectiveness of recruitment by reducing or avoiding the loss of potential that can occur when the best applicants do not join organisations.

The first priority of recruitment should be attracting the best possible applicants because attraction outcomes establish the maximum contribution that is possible in any staffing system. Even heroic efforts in status maintenance, selection, gaining job acceptance, or employee retention cannot overcome poor attraction outcomes. Evidence has been found that impressions of an organisation as an employer measured in early recruitment stages are strong predictors of the applicants' attraction measured in later recruitment stages. For example, after a campus interview (Turban, Forret, & Hendrickson, 1998), which, in turn, is related to applicant's final job acceptance decisions (Powell, 1991; Powell & Goulet, 1996)

Despite the importance of applicant's early impressions of organisations as employers, the content or basis of these impressions has remained virtually unexplored (Barber, 1998; Cable & Graham, 2000; Cable & Turban, 2001; High house & Hoffman, 2001; Rynes, 1991). Therefore, Cable and Turban (2001) draw upon conceptualisations of brand knowledge to develop a model of employer knowledge. According to Cable and Turban (2001), the dimensions of employer knowledge plays a central role because of what people know or think they know about an organisation. These influences to a great extent how they respond to the given employer in the various recruitment phases (see also Collins & Stevens, 2002).

Applicants' employer knowledge also has key ramifications for the recruitment theory and practice because 'without mapping and understanding the concept of applicants' employer knowledge, it is difficult to advance theory regarding 'how', 'why', and

‘when’ recruitment influences applicants and what recruitment strategies need to be enacted to maximise recruitment competitiveness’ (Cable & Turban, 2001).

Consistent with conceptualizations of brand image (see Aaker, 1991; Keller, 1993), Cable and Turban (2001) differentiate between three broad dimensions of employer knowledge: Employer Familiarity, Employer Image, and Employer Reputation. These related dimensions are posited to influence applicants’ attraction to an organisation as a place of work. Therefore this study focuses on the effects of these three employer knowledge dimensions on initial perceptions of organisational attractiveness.

The first dimension is employer familiarity or the level of awareness that a job seeker has of an organisation (Cable & Turban, 2001; Collins & Stevens, 2002). Generally, previous studies in the field of recruitment have demonstrated that an organisation’s overall familiarity is related to the applicants’ perceptions of a company’s attractiveness as an employer, with more familiar organisations being perceived as more attractive (Cable & Graham, 2000; Gatewood, Gowan, & Lautenschlager, 1993; Turban, 2001; Turban & Greening, 1997; for a divergent view see Brooks, High house, Russell, & Mohr, 2003).

In a similar vein, in marketing literature, brand familiarity or brand awareness has been found to be an important anchor to which other information is attached (Aaker, 1991; Keller, 1993).

Employer image represents the second dimension of employer knowledge. This dimension pertains to the content of the beliefs that applicants have about the organisation as an employer (Cable & Turban, 2001; High house et al., 1999). Specifically, Cable and Turban (2001) argue that potential applicants hold beliefs about objective aspects of the organisation (employer information), varying from factual or historical aspects of organisations to organisational procedures and policies.

The third dimension in Cable & Turban’s (2001) framework of employer knowledge refers to employer reputation or the public evaluation of an organisation. Although employer reputation is often cast in economic terms (Fombrun & Shanley, 1990), some recent studies provide an interesting new trait-oriented perspective to employer

reputation (Lievens & Highhouse, 2003; Slaughter, Zickar, Highhouse, & Mohr, 2004). In particular, these studies reveal that potential applicants, reliably & meaningfully, ascribe traits to organisations.

### **Indian IT Companies investing in ‘Employer Branding’:**

The article (Reference: High Attrition and Talent crunch - Business - India, 1999) talks about ‘Employer Branding’ in IT Companies which is emerging from its stage of adolescence. For organisations that put a premium on innovation, ‘Employer Branding’ has become a critical element vital to meeting business needs. They use it strategically and operationally to influence potential employees. For other organisations, ‘Employer Branding’ is still seen as beyond of the normal sphere of operations and is still viewed with suspicion.

The driving force for the HR profession has been ‘Employer Branding’, by changing demographics, new generations, technological advances and global economics. Globalisation has emerged with problems and opportunities, especially in relation to the talent in the labour market. On one hand by the virtue of talent becoming more important and a major chunk of capital available in the developed economy, talent shortages have hit not just the West but also the developing markets of China & India which western corporations depended on. Therefore, to promote the employment brand recruitment, marketing should form a major part of the recruitment activity. As one researcher, says “Most recruiters, however, don’t understand marketing”. From an external perspective the marketing function will start to show an increased interest in recruitment marketing in many firms.

Therefore researcher suggests that if the HR wants to continue to own this area it has to bring in marketing skills as a part of the recruitment marketing functions and move activities away from individual recruiters.

One study focuses on the IT industry being people-oriented, with the emphasis on the fact what differentiates the best from the rest is the “quality of human capital” in every organisation. While there is plenty of talent available, the difficulty comes in finding the talent with the “best fit” to the organisation. Potential employees would

like to associate themselves with companies which have a “brand” in terms of success, leadership, people development initiatives even as they are infused a deep sense of pride and commitment.

Many scholar work state that most enlightened firms will start constructing work in a way that is appealing. And it is then that recruitment marketing teams in organisations are well respected, because by that time they would start influencing how work is done so as to make it more appealing to key markets externally.

One study gave examples of ‘Employer Branding’ in the popular IT Companies in India. It says “In the employee meetings at RMSI employees are invited to share their experiences in RMSI that reflect upon the extent to which RMSI is living its Employer brand”.

Employer brand is also built through stories, for example, stories about their CEO (an IIT & Stanford graduate), his wanting to return to India to prove himself in his country, his starting out of a basement, his unwillingness to pay the bribe in the pre-liberalization era of Indian economy are known to everyone in the Organization. The other example was that of the Mind tree which is conscious of what its Employer brand has to offer and care is taken at the recruitment stage to ensure fit between a potential employee and the brand.

### **Management issues and Basics of ‘Employer Branding’:**

According to an article by Nicola Hunt (2005), focused on management issues and the basics of the employer brand reputation, it was found that the emotional capital of organization is becoming the most critical element while discussing “Employer Brand”. In this article Nicola Hunt’s states that the relativity is very much constructed on the initiative or the increase in the demand of the employees for a similar level of satisfaction that any customer would expect from any service or product of a renowned brand.

The above article also states that, when one talks about business today it is not only the bottom line delivery that is counted as the sole goal, but has stretched its coverage to answering expectations of the people driving it. Continuously striving to sustain the momentum of this revolution is reputation. On the other hand, recent controversies in the corporate world have only provided evidence to support the perception that the most valuable asset any organisation has is its reputation in the eyes of the public.

One article by Lievens & Highhouse, 2003; Slaughter, Zickar, Highhouse, & Mohr, 2004, state that “Reputation” is something that takes enormous time, immense efforts and perseverance to take shape whereas it can also be destroyed within no time. The article very beautifully illustrates the fact that the value of the companies in Britain and US is thrice more than the value that they quote in their balance sheets, this incongruity is the result of all intangible assets like Brand Image, Emotional Capital and Reputation of an organization.

The above article also state that Reputation is nothing but a balanced, determined, and intelligent “execution” of defined essential ethics and values and at the same time having a monitoring structure to control and support them. However communicating these values and brand to the important identified markets is a critical step towards creating effective and valuable employer brands. Brand involves presence; it involves carrying the image to definite stakeholder constituencies.

The above article further state that Ratings on the websites, newspapers and magazines about the 100 Best Companies, clearly proves that the brand does not just help to create good public relation but also supports the business and its stability especially when the market is declining. The brand and the image play a very important role in retaining the top people on the board and keep them motivated during the recession.

Another article (Cable and Turban’s 2001). Relates employees with the consumers reasonably on the basis a recent research conducted by Work Foundation and Future Foundation. This research highlights that employees are increasingly behaving like consumers when choosing to join or stay with an employer.

The analysis states that a positive employer brand can be a way of differentiating one organisation from another and a way of creating a strong, distinctive and attractive identity with which current or potential employees can identify.

Another article (Fombrun & Shanley, 1990). Today's leading employers recognise that it is essential to develop good people policies and to communicate these externally as well as internally. A number of top organisations now take a proactive role in ensuring that their brands as a good employer are widely recognised amidst the large retail recruiters such as ASDA and Tesco to global brands such as IBM and American Express.

### **PR is a matter of good HR for Employer Branding**

The article (Gray and Smeltzer, 1985; Schmidt, 1995); state that any amount of good PR cannot “window-dress” the reputation of an organization that is not investing successfully in its human resources policies or really giving ears to its own people. Nor is it likely that a company would claim to have perfected its people policies. However, there is an important and positive employer brand message in the journey an organisation takes as it seeks to engage its stakeholders, encourage debate and develop new HR initiatives. Combinations of best practices, communicated effectively and illustrated through case studies and expert comment are key tools in helping to shape the reputation of an organisation as a good employer. The most effective approach is to provoke interest by creating debates through an issue-led approach in order to gradually build credibility, layer upon layer. This is usually achieved through strategically placed articles and comments and interactive opportunities such as selected comments in forums and chat rooms. In this way, public relations can be used to underpin the launch of a new employee initiative, promote the annual graduate recruitment drive or emphasise on an organisation’s credentials as an ethical employer. Recruitment advertising campaigns can also be used to incorporate below-the-line marketing activity through PR as a lever to help drive quality applications.

The article (Aaker, 1996), state that till today, efforts to build and promote an organization's brand as a first choice employer were pioneered primarily by champions in the human resources and recruitment functions or by corporate communications and marketing professionals. Their passion and actions created a catalyst that drove the communication of the employer brand up the agenda and across the business. For the HR function, this has provided an opportunity to become involved in a key issue of strategic relevance for the Board that is the management of its reputation as a leading employer.

However, the article (Boudreau & Rynes, 1985; Murphy, 1986) state that a shift is starting to emerge in this status-quo as people issues rise up on the Boardroom agenda. Increasingly, ownership for the reputation management of an organisation, whether through its brand as a good employer or in its investment in socially, ethically and environmentally sound policies, is driven by the Board.

The above change was illustrated in the latest (2013) World's Most Respected Companies Survey published by the Financial Times. It is clear that leading companies are succeeding in convincing a wide range of stakeholders including the media, that their commitment to their people and to environmental sustainability is real.

Companies that can succeed in building this type of trust understand the importance of strong governance, integrity and transparency and are able to effectively communicate their values. From a practical point of view, driving such initiatives at the Board level makes it easier to manage different stakeholder departments across a business, facilitating communication and defining clear boundaries in terms of ownership and goals.

A recent (2013) Deloitte and Touche Survey questioning the CEOs and HR directors of 77 organisations about the role of HR emphasises the importance on placing and managing the human capital. According to the findings, CEOs consider maximizing the investment in people or Return on Investment (ROI) to be as important as having an effective overall strategy and more important than developing new or improved products or services.

## **Lining up the top priorities for Employer Branding**

Whilst CEOs and HR directors broadly agreed on their organisational priorities, yet they ranked the top ten issues differently. Effective internal communication topped the CEO's list, but HR viewed this as their fifth most important priority. As a result, only 22% of CEOs believed that HR was very effective at delivering strong internal communications. This provides HR directors with a real impetus to develop and improve the use of this vital tool and to engage in a debate within the organisation. Also, there is often a direct correlation between the investment that an organisation makes in the internal communication of its people policies and the strategic investment it makes in actively promoting, or not as the case may be, these values to a wider external audience through planned communication campaigns.

The article (Turban, Forret, & Hendddkson, 1998), state there can be disagreement or confusion over who has the responsibility for the operation of internal communications within an organization. Although, both the CEOs and HR Directors in Deloitte's Research agreed that this was a key priority for the business, at least half did not agree on who was primarily responsible for the area. This finding again mirrors the lack of clarity that often exists in relation to who is responsible for driving the external communication of an employer brand. Should the initiative be driven by corporate communications and the budget sourced from HR or vice-versa?

The Deloitte and Touche Survey, focuses that there are certain fundamental ingredients in successfully communicating the brand of an organization as a good employer. All draw on the experience, skills, and processes those are demonstrated by HR on a daily basis.

The survey state that first is about listening. One of the challenges organizations face is to ensure that the investment they make in people policies is perceived to be of value by the people themselves. Organizations hoping to position their employer brand need to listen to and engage with what their people tell them. The messages may not be palatable, but they are the first step towards positive change in a rapidly evolving work environment.

The survey further state from listening comes dialogue. Dialogue is about encouraging stakeholder groups to define the employer brand issues – not merely comment on a company's norms and values. To be serious, organizations have to be willing to modify their stance based on what their stakeholders tell them. They are, after all, the ones in the best position to know. Cozy assumptions and "green washing" are the enemy of honest reputations. Journalists want to know the whole story, warts and all. They are interested in the challenges an organization has faced in reaching where it is now, as much as the success that it has achieved. This leads to the third vital ingredient in brand building: honesty.

The survey also state that process can backfire if it is no more than window dressing and the employer's heart is not in it. The engagement of internal and external stakeholders is too important to squander on half-baked spinning operations.

The Survey also mentions about that John Egan and Des Wilson (2005) said in their book on the rise of stakeholder companies, *Private Business, Public Battleground*, that it is all about the values of a company, the kind of people in it, and the kind of ethical and other beliefs at its core. A company that loves its work, and loves the people it works with, will prosper.

The article (Sir John Egan and Des Wilson, 2005). State that key to effective employer brand communication both internally and externally is in the honest communication of honest values. Over the long term and with the right advice, good companies will succeed while the ones that lack integrity will inevitably fail.

A study of (Mohsina Fatema, Md. Abul Kalam Azad, Abdul Kadar Md Masum 2013), “Impact of Brand Image and Brand Loyalty in Measuring Brand Equity of Islami Bank Bangladesh Ltd ”, Brand image is combined effort of brand name in consumer’s memory that is linked with other brand attributes ( Keller, 1993). It consist of functional and symbolic brand beliefs. One of the prominent components of brand equity is brand loyalty, which implies that the consumers have a good attitude towards a particular brand over other competitors (Kambiz, Leila, 2012). Brand awareness affects consumer decision making by influencing the formation and strengthening of brand associations in the brand image. (Keller, 2011) Image of the

Corporate that has tradition, ideology, business name, reputation, variety of services, which ultimately increasing customer's interactions for impression of quality communication (Solomon, 1985).

A study of (Pia Heilmann, Sami Saarenketo, Katja Liikkanen, 2013) "Employer branding in power industry", International Journal of Energy Sector Management: The main motives for employer branding are better employer image, more efficient recruitment and improved job satisfaction. Employer branding efforts are focused according to target group. Recruitment and educational co-operation are the main objects of employer branding towards potential employees, whereas training and development are an essential part of employer branding towards current employees.

Recent study of (Maija Kainulainen, 2014), by "Employer Branding in International Recruitment Communication" Due to changing demographic and economic conditions labor markets have become increasingly competitive. In the context of recruitment these developments mean more intensive competition for good and skilled employees and therefore companies need to develop strategies to ensure adequate amounts of skilled workforce. Adequate and skilled human capital is a source of competitive advantage and securing qualified workforce is a strategic necessity. Employer branding has been suggested as a strategic approach to attract more and better applicants (Wilden et al., 2010; Franca & Pahor, 2012)

Employer brand has been studied from different viewpoints, mostly in the context of employee retention and how employees see their current employer, i.e. the internal employer brand image (Franca & Pahor, 2012)

## **Gap Analysis**

### **The gap in the literature on employer branding**

Maxwell & Knox (2009) recommend that every organization have to identify their own attributes that are most attractive to employees. This should be done to be able to connect the employer brand with the identity of the organization and employees' interests. Further on, Maxwell & Knox (2009) suggest that future investigations of

employer brands where employees' behaviors in accordance to a corporate brand's values are included would be appropriate. Maxwell & Knox (2009) also suggest that employer branding needs to be investigated by applying a quantitative approach. For example it is suggested that it would be useful to develop a measurement that measures the importance that employees assign to individual attributes (Maxwell & Knox, 2009). Related to this, Lievens et al. (2007) suggests that future research should be done where instrumental (functional) and symbolic benefits are tested on other groups than the military. Because of the theory of social identity approach, Maxwell & Knox (2009) motivate that the importance and attractiveness of attributes in an employer brand can vary between many organizations. However, the theory of social identity approach also says that things can vary between groups within the same organization (Ashforth & Mael, 1989). Moreover, Lievens et al (2007) also suggests that future research should investigate if there are any differences among groups when it comes to the importance of the instrumental and symbolic framework. Therefore, in this research the context is switched to check if the importance and attractiveness of attributes in an employer brand can attract and retain the employees within the same organization, instead of joining other organizations.

## **CHAPTER: 5**

### **OBJECTIVES, HYPOTHESES & RESEARCH METHODOLOGY**

#### **Scope of the Study:**

The competition for the best employees will remain high in times to come given the fact that there exists an acute talent shortage. This study will help:

The organisations to understanding the importance of employer branding and developing a meaningful relationship with potential employees that can help in providing it with unique employment value proposition for attaining and sustaining a competitive advantage through human resources.

The HRD department of the organisations, as HR function has an increasingly important role to play in delivering on the brand promise for improving organisational performance through branding of employment experiences.

Any organisation in controlling the growing employee turnover which is the result of a lacking credibility management by the firm. It would instead help the firm by creating a 'brand culture' through investment in 'human capital' and concentrate on brand building as a 'mantra' for success.

To control the damage at crucial times and also help the organisations to use employer brand as a strategic tool for business promotion through sound HR policies.

#### **Research Objectives:**

- To study the joining behavior of employees to an IT employer because of its brand and whether pay and perks have influence an employer understanding in IT sector.
  
- To study reputation of employer on employer branding and effect of growth opportunity for employees on employer branding.

- To study geographical factor on employer branding and effect of effective communication on employer branding.
- To study effect of job advertisement on branding factor and whether safe employment in company is an important branding factor.
- To study effect of International career opportunities on branding factor and study whether quality of recruitment have any influence on employer branding.

## **Hypothesis:**

### **Based on the objectives, the following are hypotheses:**

H<sub>01</sub> :- Employee do not join the employer because of its brand.

H<sub>11</sub> :- Employee joins the company because of its brand.

H<sub>02</sub>: Pay and perks do not have any influence on employer branding.

H<sub>12</sub>: Pay and perks do have influence on employer branding.

H<sub>03</sub>:- Reputation of employer does not have positive effect on employer branding.

H<sub>13</sub>:- Reputation of employer has positive effect on employer branding.

H<sub>04</sub>:- Growth opportunities for employee do not have effect on employer branding.

H<sub>14</sub>:- Growth opportunities for employee have effect on employer branding

H<sub>05</sub>:- Favourable geographical factor do not have effect on employer branding.

H<sub>15</sub>:- Favourable geographical factors have effect on employer branding.

H<sub>06</sub>:- Effective communication through Media, does not helps the employer to promote their brands. i.e. effective communication is not an important branding component.

H<sub>16</sub>:- Effective communication through media helps the employer to promote their brand. i.e. effective communication is one of the important branding component.

H<sub>07</sub>:- Job advertisement is not an important branding factor.

H<sub>17</sub>:- Job advertisement is an important branding factor.

H<sub>08</sub>:- Safe employment in company is not an important branding factor.

H<sub>18</sub>:- Safe employment in company is one of the important branding factors.

H<sub>09</sub>:- International career opportunity is not an important branding factor.

H<sub>19</sub>:-International career opportunity is an important branding factor.

H<sub>010</sub> : The employer branding does not influence the quality of recruitment.

H<sub>110</sub>: The employer branding influence the quality of recruitment.

H<sub>011</sub>: There is no significant difference between average score of all the factors contributing for branding of the company.

H<sub>111</sub>: There is significant difference between average score of all the factors contributing for branding of the company.

### **Research Design:**

This study will examine the research methodology that would be carried out towards the purpose and objectives of the study. The research is both exploratory and descriptive.

### **Method of Enquiry:**

The data for the purpose of the study would comprise of both primary and secondary data

### **Primary Data:**

The primary data would be based on a survey conducted on a sample of 200 fresh employee in IT Sector in Pune. The inputs and their varied perception would form to be the primary data required to carry on the study, with the defined objectives and derive a result, helping more or less to understand the real picture and perceived image of popular employer brands and their effects on the minds of the prospective employees.

### **Secondary Data:**

The secondary data would be from the review of the literature of both marketing and HR textbooks, on line journals accesses through the social science research network ([www.ssrn.com](http://www.ssrn.com)). For certain specific information or related information the website of the companies' would be accessed to get relevant information. Many relevant studies and research were referred to depict a better understanding of the topic by giving appropriate examples and outcomes of the study conducted by different researchers and institutes.

### **Sampling Plan:**

In this study the justification of 200 respondents was collected. 250 Questionnaires were sent online as well as circulated among the fresh employee in IT Sector in Pune. 224 responses were received back, of which 200 were found usable. The questionnaire used was designed keeping in mind various parameters that could be used to evaluate and analyse the most important factors and characteristics that play critical role in building up of a successful employer brand. The questions were framed in such a fashion and particular sequence that would give a fair picture of a perception that a particular prospect perceive all about employer branding as well as all the factors and characteristics that he or she would associate with their dream employer and get influenced. Out of the 200 respondents the data analysis was with a view to compare the outcomes of the theoretical part with the one's of the empirical study. The empirical findings are stated along with the conclusion based on the analytical part.

This is followed with recommendations for future research.

### **Population & Sampling:**

Sampling is a process of selecting a (few sample) from bigger group (the sampling population) to become the basis of estimating or predicting the prevalence of an unknown piece of information, situation or outcome the bigger regarding the bigger group.

Population: this is not the entire population of a given geographical area, but the predefined set of potential respondents in a geographical area. The respondents are the employees from different IT companies of Pune.

### **Sample Size Calculation:**

For the purpose of research, the data had been collected from IT Companies of Pune City.

### **Sample Size Calculation:**

$$n = \frac{p * (1 - p) * N * x^2}{(N - 1) * ME^2 - p * (1 - p) * x^2}$$

$$N = 683$$

$$P = 0.5$$

$$\text{Marginal Error} = ME = 5\%$$

$$\div^2 = 3.84 \text{ at } 95\%$$

Using this data, we can calculate the sample size therefore we have

$$\text{Sample size} = n = 199.6770 = 200$$

The sample from each IT company will be selected using population method of the company.

## **Survey Instrument:**

The survey instrument for the purpose of the study is the questionnaire. The questionnaire is designed with an appropriate blend of open ended and closed ended question. In addition, whenever required the respondents is asked to scale their responses on a five point scale that is:

- How is Employer Branding important for an organization?
- What is the impact of Employer Branding on potential employees?
- How do prospective employees look at Employer Branding and employment?
- What do IT companies do to 'brand the employer'?
- Should Employer Branding be only an HR initiative?

The completed questionnaire is sorted out and the incorrect and incomplete questionnaire is excluded from the analysis. The data was tabulated and simple percentile calculation is used to analyse the data collected. Simple percentage and statistical analysis were performed on the data to substantiate the findings of the study. Depending on the extent on the statistical analysis performed certain statistical tests at various significant level were carried out to substantiate the validity of the hypothesis.

## **CHAPTER: 6**

### **DATA ANALYSIS**

This chapter explains the different analysis carried out at varied levels in order to derive the mentioned objectives of this study on ‘Employer Branding’. The analysis is based on the primary data that has been collected by the Researcher with the help of an objective based questionnaire, designed exclusively to get factual and tangible data from the sample that included the employees from different IT companies of Pune.

The major objective of this research is to ultimately derive the degree and the importance of ‘Employer Branding’ in the Information Technology sector from the viewpoint of employees and also the role that plays in this sector in the present corporate scenario. Further to the main objective, this work will focus upon the objectives mentioned below:

- To examine the extent of influence of ‘Employer Branding’ on prospective employees for employment.
  
- To evaluate ‘Employer Branding’ initiatives undertaken by companies from the view point of prospective employees.
  
- To analyse the most important characteristics that any prospective employees would associate with a preferred employer.

The data collected has been categorized into different groups. These classifications were based on the varied areas explored. It was further classified on the basis of the data gathered by the Researcher. The different dimensions of ‘Employer Branding’ have been very well explained in this study by the Researcher. The data analysis is largely qualitative in nature, with individualistic perceptions of each prospective employee defining the various aspects that each one of them considered while answering the questions asked by the Researcher in the Questionnaire. This study mainly focused on the different perceptions and opinions of the employees from IT sector, Pune.

The feedback that the survey produced in terms of the demographics, the most popular companies in terms of the most preferred employer, reasons for choosing a particular organisation to be the most preferred employer, the sources that provided most of the required information about an organisation, the most attractive and interesting initiatives that the employers take to build an Employer Brand, and also the important characteristics that a prospective employee associates with his or her preferred employer.

All of these resulted feedbacks are represented graphically in tables and figures such as pie charts, graphs, and various other charts explaining in further detail the overall relativity of the same with the study's objectives. Microsoft Excel was used to enable statistical calculations.

The analysis can be broadly classified into:

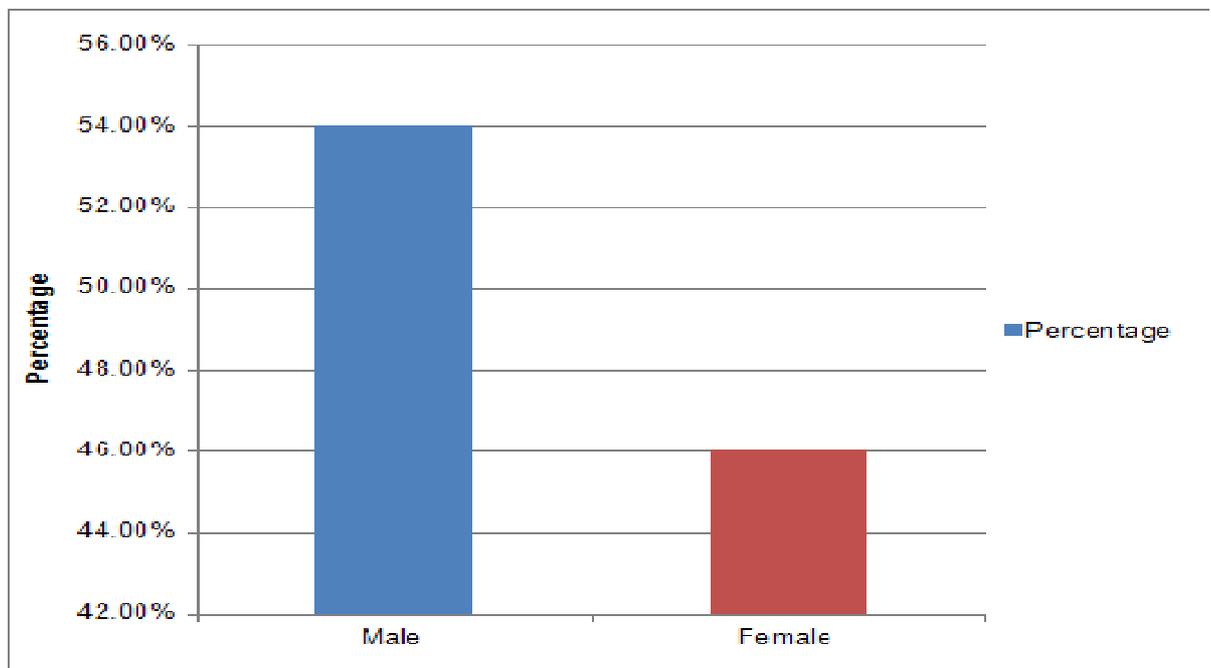
- Magnetic power of 'Employer Branding' for top companies.
- Initiatives taken by the top companies that have resulted in companies doing well.
- Most attractive factors offered by an employer.
- Associated Characteristics with the preferred employer by prospective employees.

## Magnetic power of the ‘Employer Branding’ for the top companies:

### Dream Companies of the prospective employees:

Dream companies are those few names, with whom are attached a big brand name, success stories, excellent market leadership and huge profitability. These are those names mentioned by most of the respondents i.e. the employees (here mentioned as prospective employees) as one of the most desirable Information Technology Companies to work with. The Researcher found that there were Five such names popular with most with most of the respondents. There were very few respondents whose answer did not match with the majority.

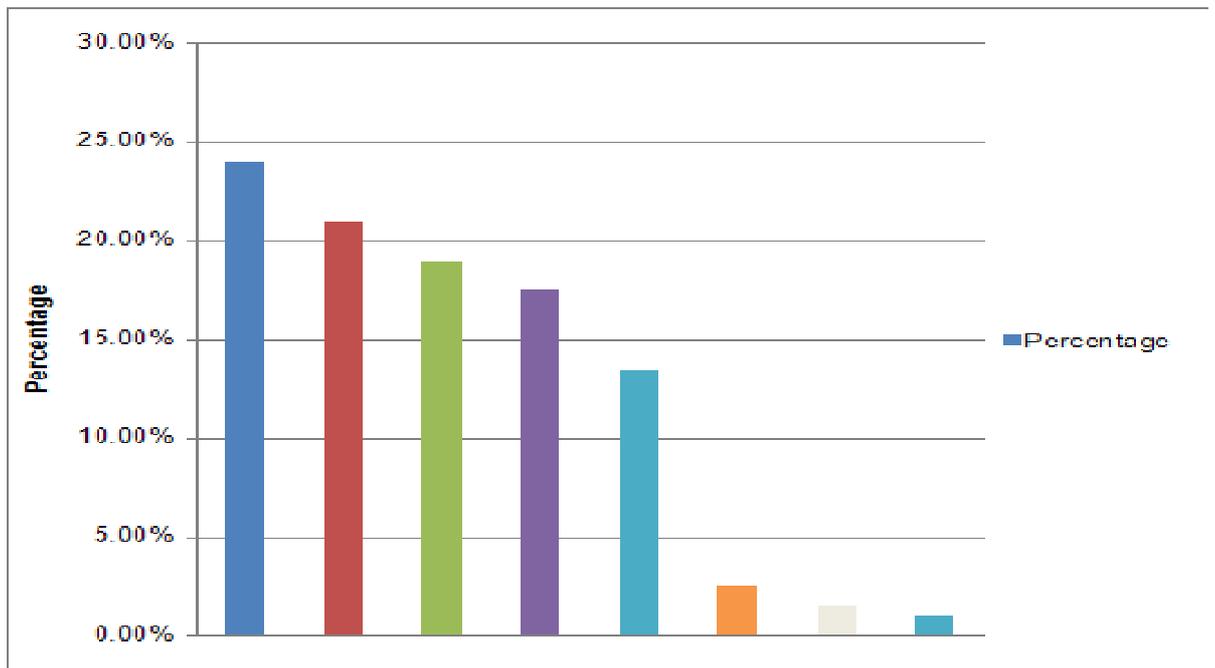
**Fig no. 01: Gender Distribution of sample.**



**X-axis shows the percentage of male & female & Y-axis show the population of male and female.**

**Interpretation:** The above graph shows the sample size of 200 respondents, out of which 108 i.e.54% respondents are male and remaining 92 i.e. 46% are female.

**Fig. No. 02: Percentage of respondents against the most popular IT Employers.**



**X-axis shows the percentage of IT companies and Y-axis show the most popular wise IT companies (Employer.)**

**Interpretation:** This graph states that 48 i.e. 24% respondents prefer to work with TCS, 42 i.e. 21% like to work with Infosys, 38 i.e. 19% like to work with Wipro, 35 i.e. 17.5% like to work with Syntel, 27 i.e. 13.5 like to work with Siemens, 5 i.e. 2.5 like to work with Patni, and 2 i.e. 1% like to work with Oracle India.

## **Initiatives taken by the top companies that have worked well in their favor:**

### **Most effective 'Employer Branding' initiatives.**

This part of the analysis was done by the Researcher on the basis of nine questions that focused on understanding the different perspective of the prospective employees towards various 'Employer Branding' initiatives taken up by the top companies to attract and retain best talent. The questions and their analysis were as follows:-

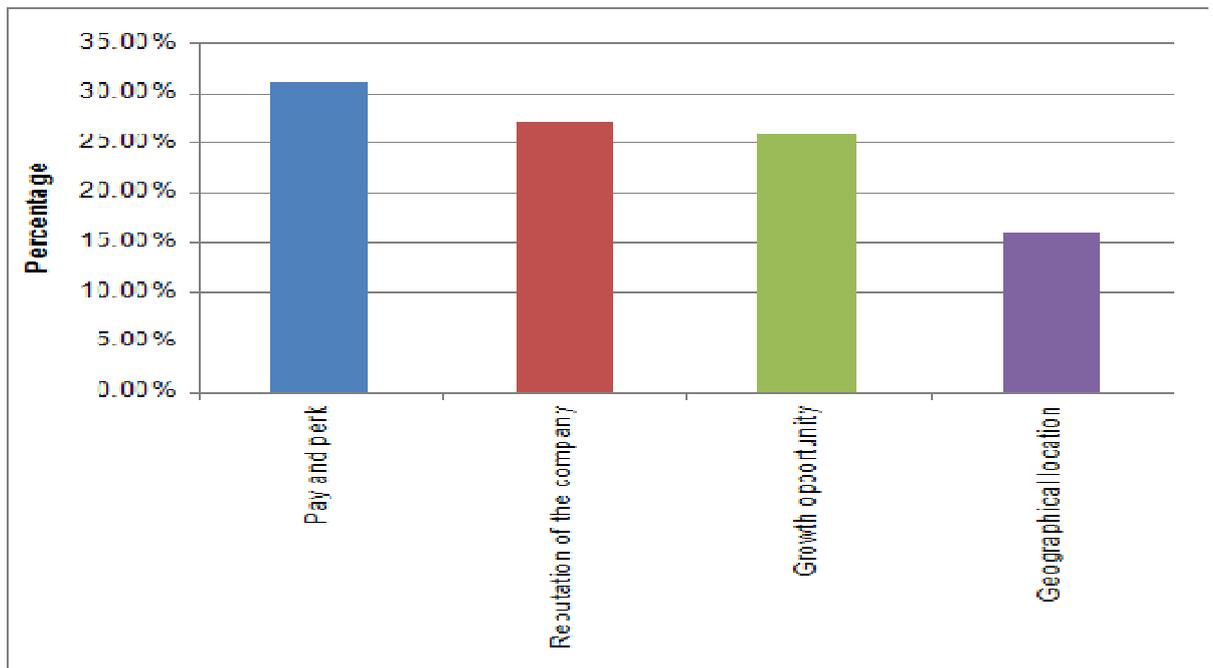
Why would you choose this Company? (The question here aims at asking why the prospective employee would choose a particular company as his/her dream employer). This question actually follows the very first question of the questionnaire which asks "Which company in India would you like to work for?" which helped the Researcher to analyse and find which are the top most and popular dream employers of the prospective employees.

The Researcher gave the following four options:-

- 1.Pays & Perks
- 2.Reputation of the Company
- 3.Growth Opportunities
- 4.Geographical location

These options were to be ranked by the prospective employees. This helped to get a clear picture on what amongst the four options attracted the prospective employees and helped the employer to create an Employer Brand. Now just because this question was asked after asking his/her dream employer, the answers given actually spoke about their own individual reason from amongst the four options above for choosing that particular company.

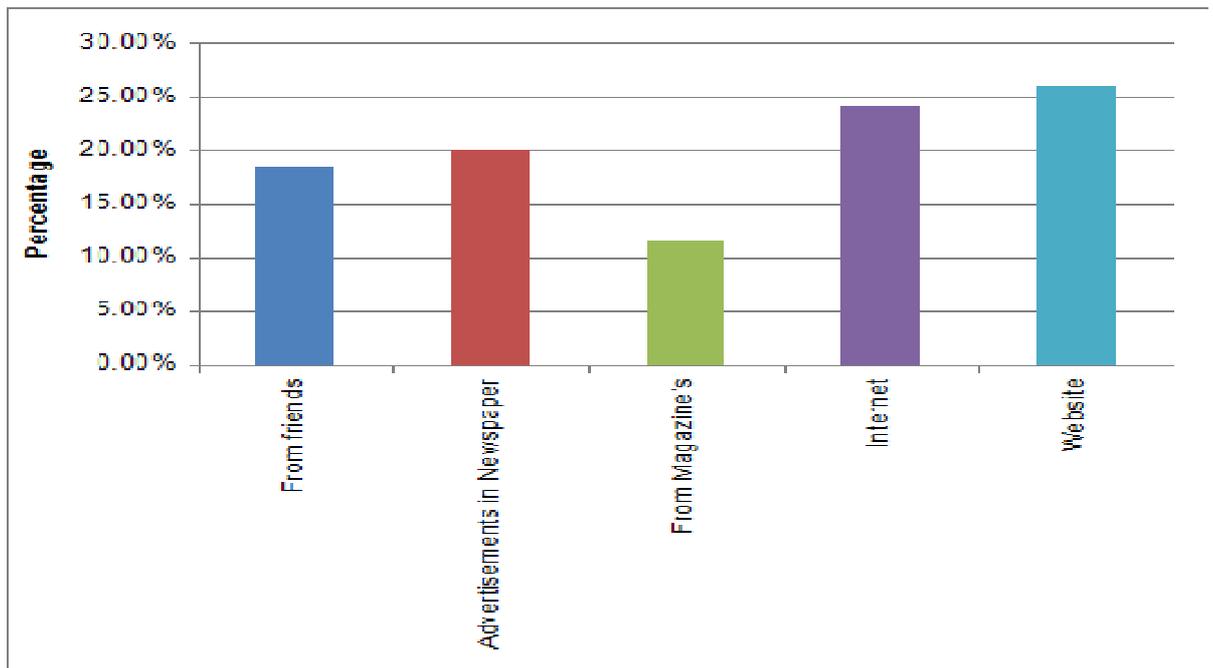
**Fig no. 03: Percentage of most attractive employer initiative**



**X-axis shows the percentage of employer initiative and Y-axis show the most attractive wise employer initiative.**

**Interpretation:** The above graph shows the most favorable reason that govern the choice of company are: 62 i.e. 31% respondent chose pay & perks, 54 i.e. 27% chose reputation of the company, 52 i.e. 26% chose growth opportunity and 32 i.e. 16% chose geographical location.

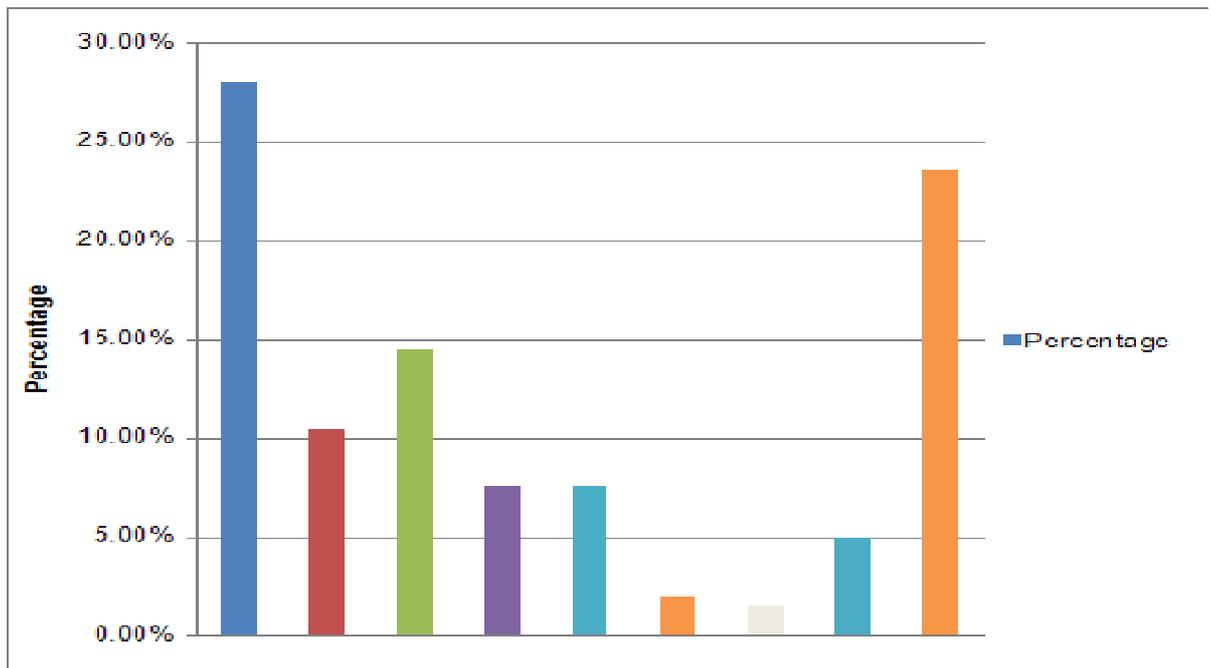
**Fig no. 04: Most effective ‘Employer Branding’ Communicators**



**X-axis shows the percentage of employer branding communicators and Y-axis shows the most effective employer branding communications.**

**Interpretation:** The above graph states the most effective ‘Employer Branding’ communicators from where the respondent got information about this company. So, the 37 i.e. 18.5% respondents got information from their friends, 40 i.e. 20% respondent got information from advertisement in newspapers, 23 i.e. 11.5% respondent got information from Magazine’s i.e., 48 i.e. 24% respondent got information from internet and 52 i.e. 26% respondent got information from website.

**Fig no. 05: Percentage of Most effective advertisements given by the company.**

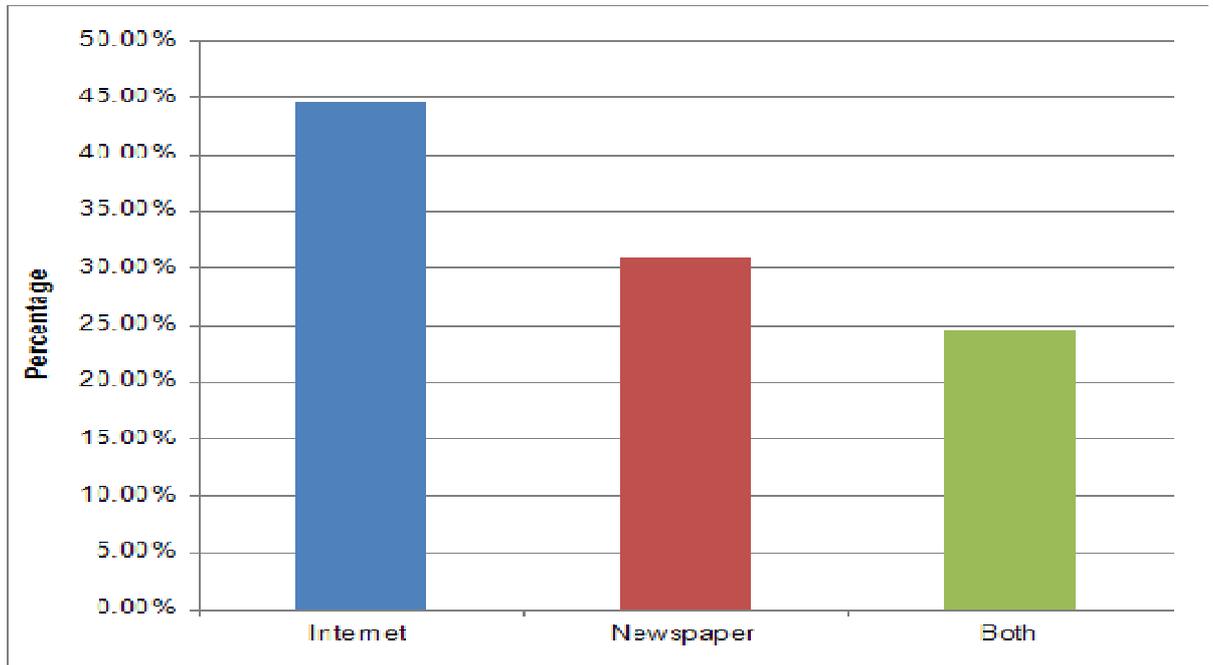


**X-axis shows the percentage of advertisement given by companies and Y- axis shows the most effective advertisement given by companies.**

**Interpretation:** The above graph shows the most effective advertisement given by the company.

So, the 56 i.e. 28% respondents liked the advertisement given by TCS, 21 i.e. 10.5% by the Infosys, 29 i.e. 14.5% by the Wipro, 15 i.e. 7.5% by Syntel, 15 i.e. 7.5% by Siemens, 4 i.e. 2% by Accenture, 3 i.e. 1.5% by Patni, 10 i.e. 5% by Oracle India, and 47 i.e. 23.5% by Did not liked any.

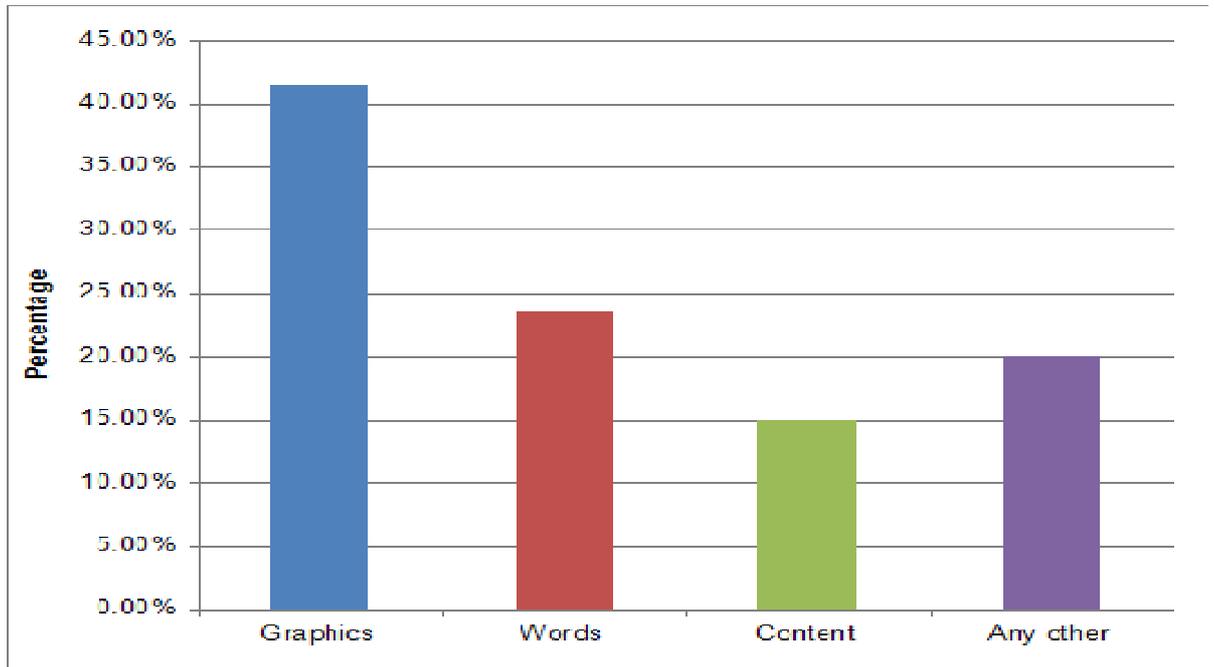
**Fig. no. 06: Percentage of most effective media for job advertisement.**



**X-axis shows the percentage of media advertisement and Y-axis shows the effective media for job advertisement.**

**Interpretation:** The above graph shows the most effective source of advertisement that respondent has chose. So, 89 i.e. 44.5% respondents has chose the internet as the most effective media of job advertisement, 62 i.e. 31% respondents has chose newspaper and 49 i.e.24.5% respondent has chose both internet and newspaper.

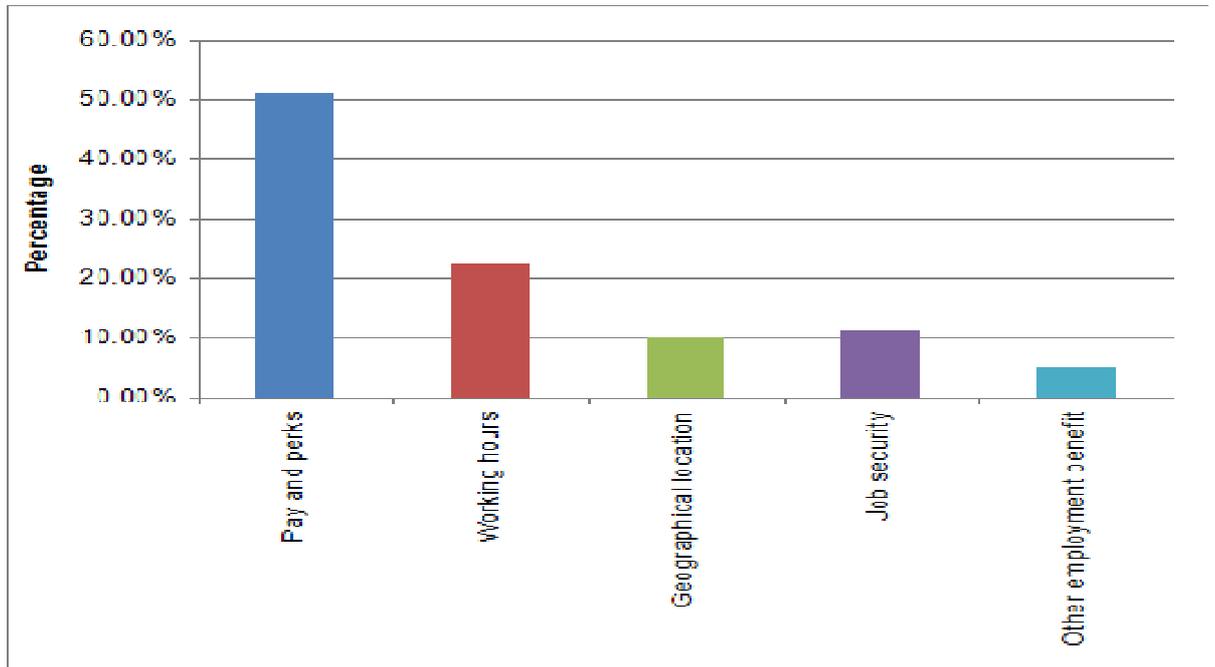
**Fig no. 07: Percentage of Most effective terms in advertisement.**



**X-axis shows the percentage of terms in advertisements and Y-axis shows the most effective terms in advertisements.**

**Interpretation:** The above graph shows the most effective feature the respondents like in advertisement. So, the 83 i.e. 41.5% respondents were liked graphics, 47 i.e. 23.5% were liked words, 30 i.e. 15% were liked content and 40 i.e. 20% were liked any other.

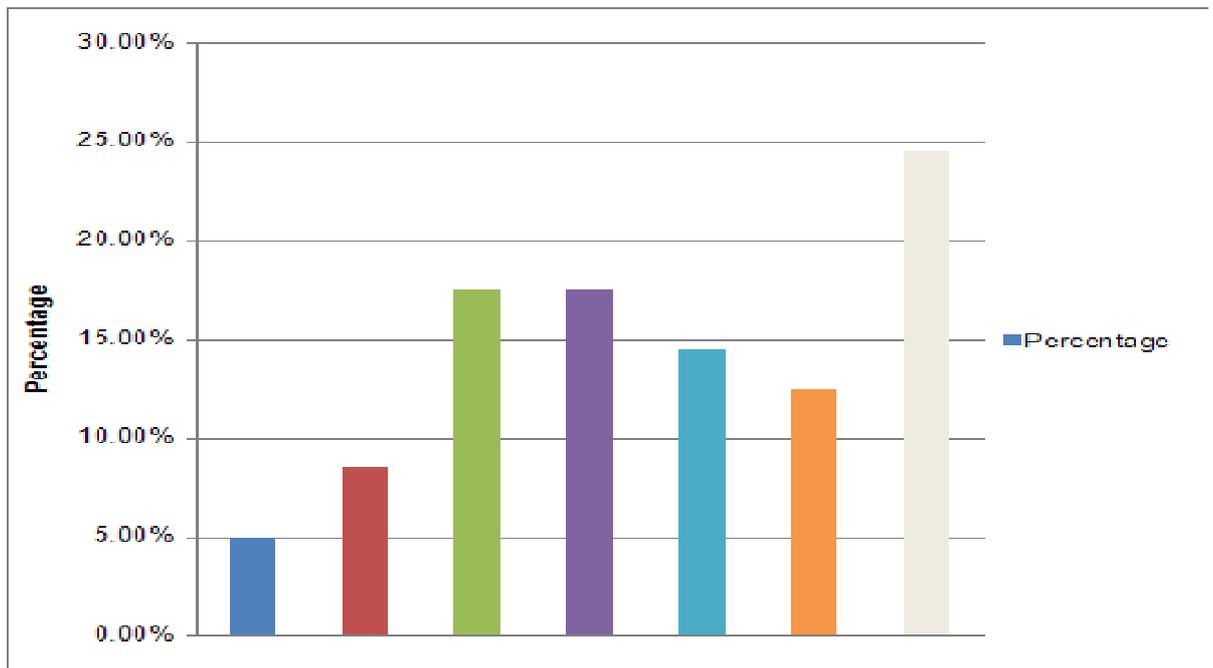
**Fig no. 08: Percentage of most effective information by employee.**



**X-axis shows the percentage of information by employee and Y-axis shows the most effective information by employee.**

**Interpretation:** The above graph states the most effective information needed by employee. Are, 102 i.e. 51% respondents were liked to know about pay and perks, 45 i.e. 22.5% were liked to know about working hours, 20 i.e. 10% were liked to know about geographical location, 23 i.e. 11.5% were liked to know about job security, and 10 i.e. 5% were liked to know about other employment benefit.

**Fig no. 09: Percentage of most attractive factors.**

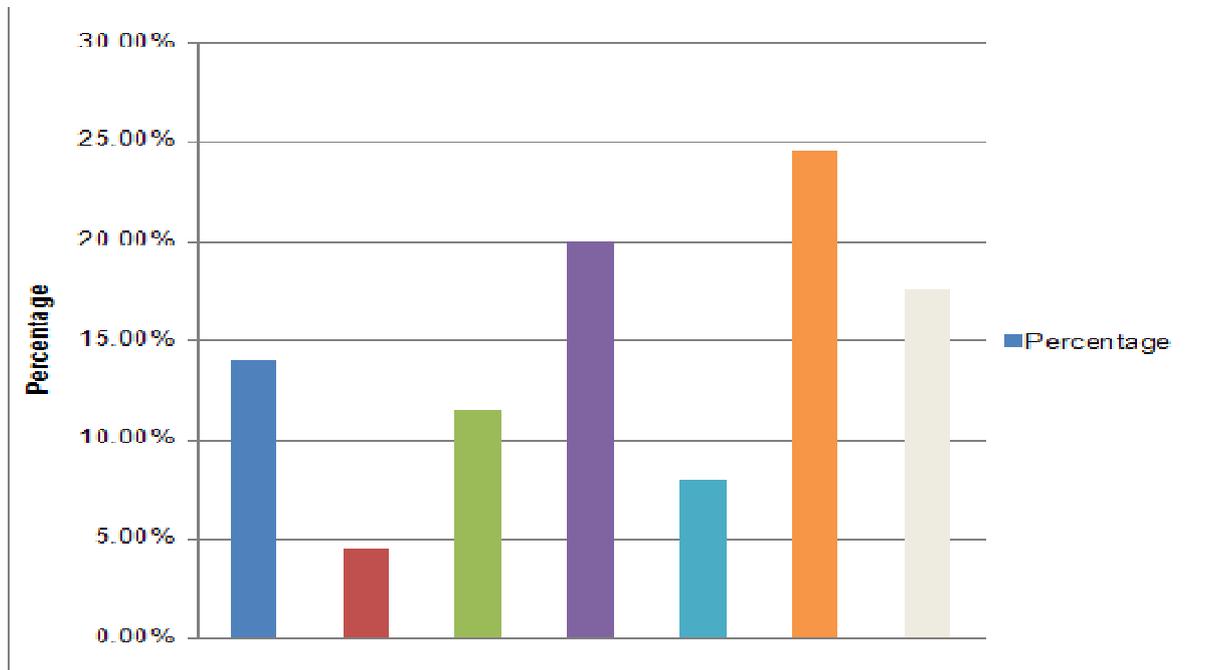


**X-axis shows the percentage of attractive factors and Y-axis of most attractive factors.**

**Interpretation:** The above graph states the most attractive factors that a respondent has chosen for their preferences.

10 i.e.5% respondent has chose good references for future career, 17 i.e. 8.5% has chose flexible working hours, 35 i.e. 17.5% has chose international career opportunity, 35 i.e. 17.5% has chose competitive compensation, 29 i.e. 14.5% has chose possibility of promotions, 25 i.e. 12.5% has chose project based work, and 49 i.e. 24.5% has chose safe employment.

**Fig no. 10: Percentage of most effective characteristics associates to the preferred employer.**



**X-axis shows the percentage of Characteristics of preferred employer and Y-axis shows the most effective characteristics associates to the preferred employer.**

**Interpretation:** The above graph shows the most effective characteristics associate to the preferred employer 28 i.e. 14% respondents from employees with varying background, 9 i.e. 4.5% from good leadership/management, 23 i.e. 11.5% from Dynamic organization, 40 i.e. 20% from financial strength, 16 i.e. 8% from good ethics and high morale, 49 i.e. 24.5% from market success, and 35 i.e. 17.5% from attractive geographical location.

### Testing of hypothesis:

$H_{01}$  :- Employee do not join the employer because of its brand.

$H_{11}$  :- Employee joins the company because of its brand.

To test this hypothesis the respondent were asked question stating brand as a one reason to join any of the preferred company in given list. Respondents were asked to rate it on a scale of 5, such that 1 as minimum score (least important) and 5 as maximum score (most important). To test this hypothesis it was assumed that the average score obtained should be significantly more than 3.

**Table no. 1: Descriptive statistics of Mean showing difference between in brands:**

Mean	Std. Deviation	Std. Error Mean
4.0150	.87671	.06199

**Table no. 2: One sample t-test:**

Test value = 3.

t	df	p-value (One tailed)
16.373	199	.000

**Interpretation:** Since p-value for the one sample t-test is less than that of 0.025 indicates that the mean score is significantly more than that of 3 (expected score) hence it is concluded that employee joins the company because of its brand. Therefore the alternative hypothesis is accepted and null hypothesis is rejected.

Comparison of average scores between companies of preferences. This is carried out to check out whether the importance of brand is company specific or not.

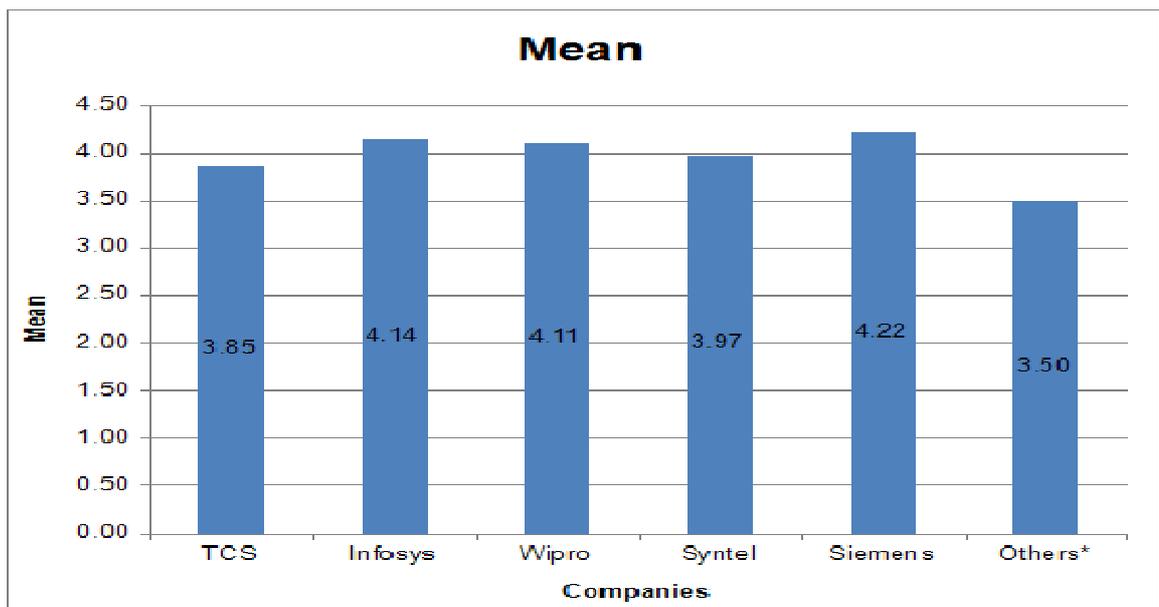
## Comparison of opinion between different companies

**Table no. 3: Descriptive statistics of Relationship between different Companies:**

	N	Mean	Std. Deviation	Minimum	Maximum
TCS	48	3.8542	1.03121	1.00	5.00
Infosys	42	4.1429	.78310	2.00	5.00
Wipro	38	4.1053	.83146	3.00	5.00
Syntel	35	3.9714	.82197	2.00	5.00
Siemens	27	4.2222	.80064	2.00	5.00
Others*	10	3.5000	.84984	2.00	5.00
<b>Total</b>	<b>200</b>	<b>4.0150</b>	<b>.87671</b>	<b>1.00</b>	<b>5.00</b>

\*Others include Patni, Accenture and Oracle India

**Fig no. 11: Mean of different companies.**



**Table no. 4: difference between the average score for brand.**

**ANOVA**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>p-value</b>
<b>Between Groups</b>	6.116	5	1.223	1.616	.157
<b>Within Groups</b>	146.839	194	.757		
<b>Total</b>	152.955	199			

**Interpretation:** Since p-value for ANOVA is greater than that of 0.05 indicates that there is no significant difference between the average score for brand as an important factor even company-wise. This means that brand is one of the important factor employee look while joining any firm or one can say that brand is the factor which is looked at to give a preference to the company.

Considering the above aspect, the alternative hypothesis i.e.  $H_{11}$ :- Employee joins the company because of its brand is validated.

**Pay and Perk:**

H<sub>02</sub>: Pay and perks do not have any influence on employer branding.

H<sub>12</sub>: Pay and perks do have influence on employer branding.

**Table no. 5: Descriptive statistics of Mean showing difference between Pay and Perks:**

Mean	Std. Deviation	Std. Error Mean
4.2250	.84733	.05992

**Table no. 6: One sample t-test value:**

Test value = 3.

t	Df	p-value (One tailed)
20.446	199	.000

**Interpretation:** Since p-value for the one sample t-test is less than that of 0.025 indicates that the mean score is significantly more than that of 3 (expected score) hence it is concluded that Pay and perks do have influence on employer branding. Therefore the alternative hypothesis is accepted and null hypothesis is rejected.

Comparison average scores between companies of preferences are carried out to check out whether the importance of brand is company specific or not.

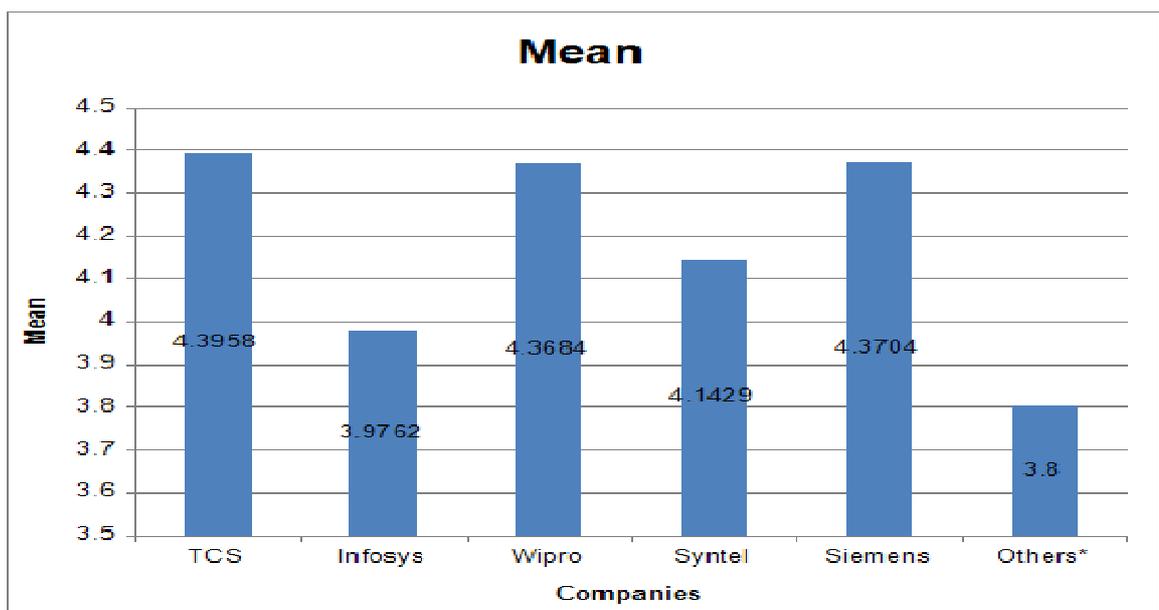
### Comparison of opinion between different companies

**Table no. 7: Descriptive statistics of Mean showing pay and perks of different companies:**

	N	Mean	Std. Deviation	Minimum	Maximum
<b>TCS</b>	48	4.3958	.86884	2.00	5.00
<b>Infosys</b>	42	3.9762	1.04737	2.00	5.00
<b>Wipro</b>	38	4.3684	.75053	3.00	5.00
<b>Syntel</b>	35	4.1429	.64820	2.00	5.00
<b>Siemens</b>	27	4.3704	.68770	2.00	5.00
<b>Others*</b>	10	3.8000	.91894	3.00	5.00
<b>Total</b>	200	4.2250	.84733	2.00	5.00

\*Others include Patni, Accenture and Oracle India

**Fig no. 12: Pay and perks of different companies.**



**Table no. 8: Difference between the average score for pay and perk**

**ANOVA:**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>p-value</b>
<b>Between Groups</b>	7.396	5	1.479	2.118	.065
<b>Within Groups</b>	135.479	194	.698		
<b>Total</b>	142.875	199			

**Interpretation:** Since p-value for ANOVA is greater than that of 0.05 indicates that there is no significant difference between the average score for pay and perk as an important factor contributing for branding company-wise. It means people look for this component when they choose any company for joining as an employee.

Considering the above aspect, the alternative hypothesis i.e.  $H_{12}$ : Pay and perks do have influence on employer branding is validated.

**Reputation:**

H<sub>03</sub>:- Reputation of employer does not have positive effect on employer branding.

H<sub>13</sub>:- Reputation of employer has effect on employer branding.

**Table no. 9: Descriptive statistics of Mean showing reputation effect on employer:**

Mean	Std. Deviation	Std. Error Mean
4.3600	.69485	.04913

**Table no. 10: One sample t-test value:**

Test value = 3.

t	Df	p-value (One tailed)
27.680	199	.000

**Interpretation:** Since p-value for the one sample t-test is less than that of 0.025 indicates that the mean score is significantly more than that of 3 (expected score) hence it is concluded that Reputation of employer has effect on employer branding. Therefore the alternative hypothesis is accepted and null hypothesis is rejected.

Comparison of average scores between companies of preferences was carried out to check out whether the importance of brand is company specific or not.

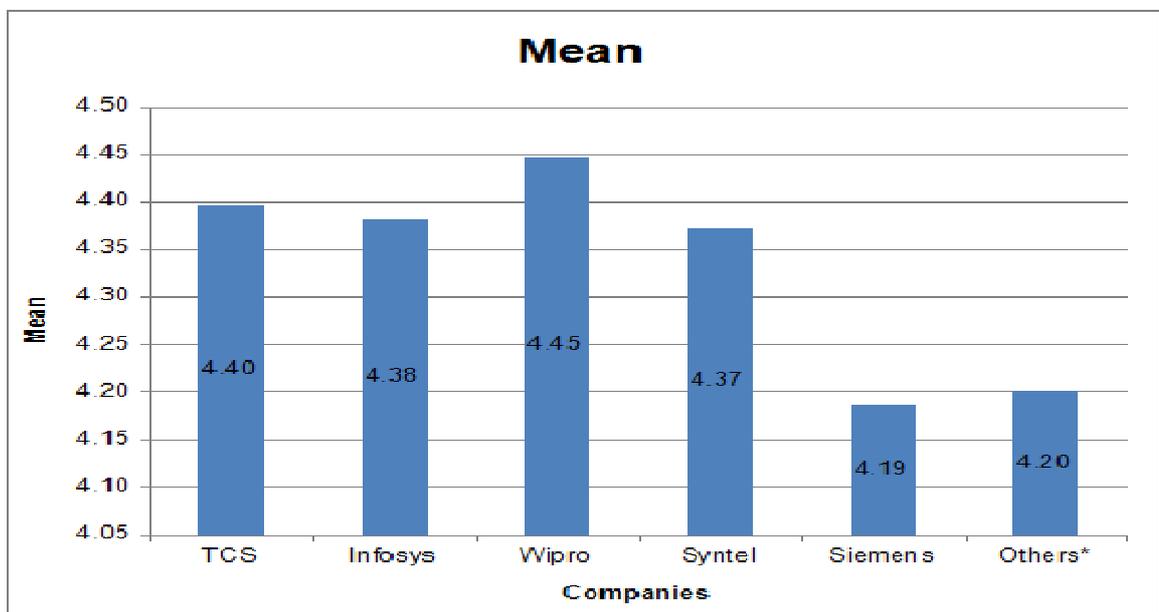
## Comparison of opinion between different companies

**Table no. 11: Descriptive statistics of Mean showing reputation of employer:**

	N	Mean	Std. Deviation	Minimum	Maximum
TCS	48	4.3958	.73628	3.00	5.00
Infosys	42	4.3810	.62283	3.00	5.00
Wipro	38	4.4474	.64504	3.00	5.00
Syntel	35	4.3714	.68966	3.00	5.00
Siemens	27	4.1852	.73574	3.00	5.00
Others*	10	4.2000	.91894	3.00	5.00
Total	200	4.3600	.69485	3.00	5.00

\*Others include Patni, Accenture and Oracle India

**Fig no. 13: Reputation of different companies.**



**Table no. 12: Difference between the average score for reputation**

**ANOVA:**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>p-value</b>
<b>Between Groups</b>	1.456	5	.291	.597	.702
<b>Within Groups</b>	94.624	194	.488		
<b>Total</b>	96.080	199			

**Interpretation:** Since p-value for ANOVA is greater than that of 0.05 indicates that there is no significant difference between the average score for reputation as an important branding factor when compared company-wise. It means people look for this component when they choose any company for joining as an employee.

Considering the above aspect, the alternative hypothesis i.e.  $H_{13}$ :- Reputation of employer has effect on employer branding is validated.

**Growth opportunity:**

H<sub>04</sub>:- Growth opportunities for employee do not have effect on employer branding.

H<sub>14</sub>:- Growth opportunities for employee have effect on employer branding.

**Table no. 13: Descriptive statistics of Mean showing growth opportunity :**

Mean	Std. Deviation	Std. Error Mean
4.0050	.94309	.06669

**Table no. 14: One sample t-test value:**

Test value = 3.

t	Df	p-value (One tailed)
15.070	199	.000

**Interpretation:** Since p-value for the one sample t-test is less than that of 0.025 indicates that the mean score is significantly more than that of 3 (expected score) hence it is concluded that Growth opportunities for employee have effect on employer branding. Therefore the alternative hypothesis is accepted and null hypothesis is rejected.

Comparison average scores between companies of preferences. This is carried out to check out whether the importance of brand is company specific or not.

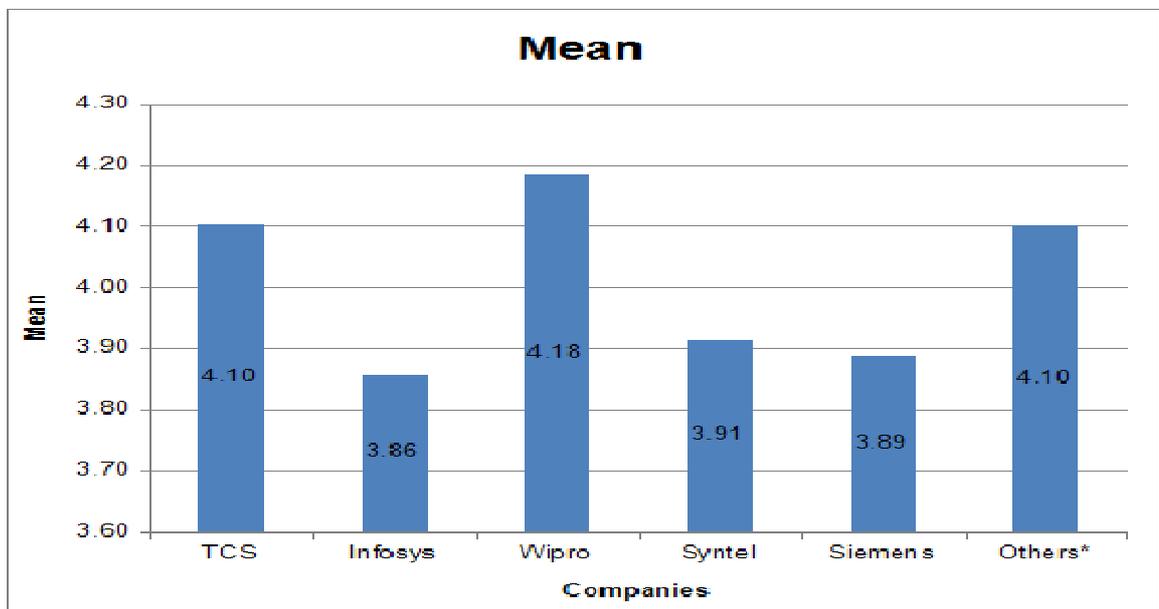
## Comparison of opinion between different companies

**Table no. 15: Descriptive statistics:**

	N	Mean	Std. Deviation	Minimum	Maximum
TCS	48	4.1042	.95069	1.00	5.00
Infosys	42	3.8571	.84309	1.00	5.00
Wipro	38	4.1842	.92577	1.00	5.00
Syntel	35	3.9143	.95090	1.00	5.00
Siemens	27	3.8889	1.12090	1.00	5.00
Others*	10	4.1000	.87560	3.00	5.00
<b>Total</b>	<b>200</b>	<b>4.0050</b>	<b>.94309</b>	<b>1.00</b>	<b>5.00</b>

\*Others include Patni, Accenture and Oracle India

**Fig no.14: Growth opportunity of different companies.**



**Table no. 16: Difference between average score for growth opportunity**

**ANOVA:**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>p-value</b>
<b>Between Groups</b>	3.353	5	.671	.749	.588
<b>Within Groups</b>	173.642	194	.895		
<b>Total</b>	176.995	199			

**Interpretation:** Since p-value for ANOVA is greater than that of 0.05 indicates that there is no significant difference between the average score for growth opportunity as an important branding factor when compared company-wise. It means people look for this component when they choose any company for joining as an employee.

Considering the above aspect, the alternative hypothesis i.e.  $H_{14}$ :- Growth opportunities for employee have effect on employer branding is validated.

**Favourable geographical factor:**

H<sub>05</sub>:- Favourable geographical factor do not have effect on employer branding.

H<sub>15</sub>:- Favourable geographical factors have effect on employer branding.

**Table no. 17: Descriptive statistics of Mean showing geographical factor:**

Mean	Std. Deviation	Std. Error Mean
4.2500	.68546	.04847

**Table no. 18: One sample t-test value:**

Test value = 3.

t	df	p-value (One tailed)
25.790	199	.000

**Interpretation:** Since p-value for the one sample t-test is less than that of 0.025 indicates that the mean score is significantly more than that of 3 (expected score) hence it is concluded that Favourable geographical factors have effect on employer branding. Therefore the alternative hypothesis is accepted and null hypothesis is rejected.

Comparison of average scores between companies of preferences was carried out to check out whether the importance of brand is company specific or not.

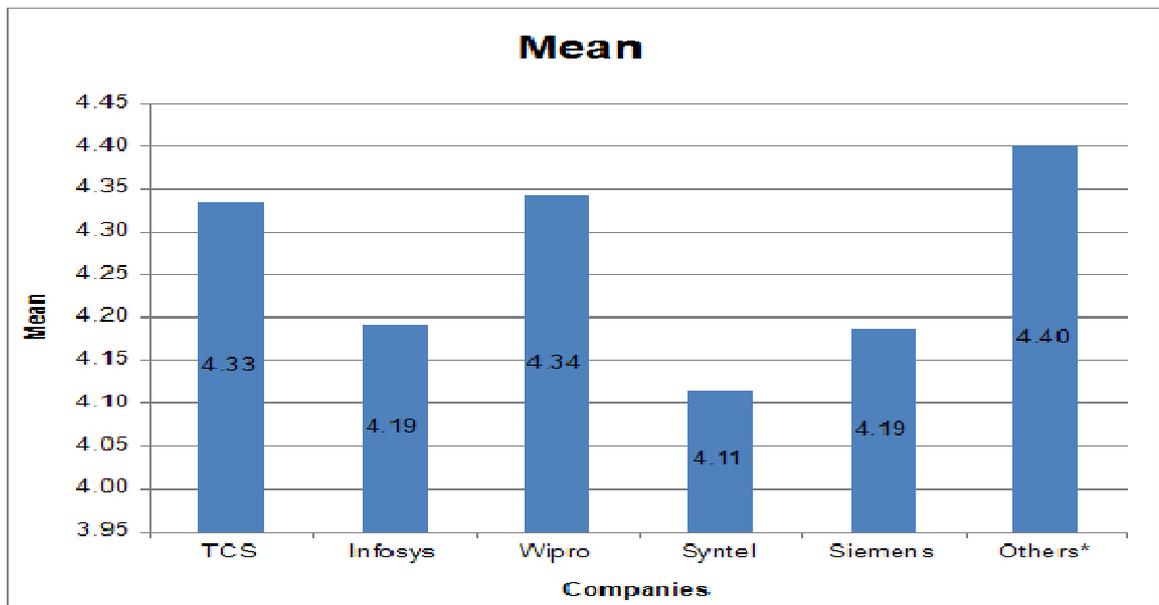
### Comparison of opinion between different companies

**Table no. 19: Descriptive statistics of geographical factors -difference between companies :**

	N	Mean	Std. Deviation	Minimum	Maximum
<b>TCS</b>	48	4.3333	.66311	3.00	5.00
<b>Infosys</b>	42	4.1905	.63392	3.00	5.00
<b>Wipro</b>	38	4.3421	.66886	3.00	5.00
<b>Syntel</b>	35	4.1143	.71831	3.00	5.00
<b>Siemens</b>	27	4.1852	.73574	3.00	5.00
<b>Others*</b>	10	4.4000	.84327	3.00	5.00
<b>Total</b>	200	4.2500	.68546	3.00	5.00

\*Others include Patni, Accenture and Oracle India

**Fig no. 15: Favourable geographical factors of different companies.**



**Table no. 20: Difference between the average score for favourable geographical factor**

**ANOVA:**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>p-value</b>
<b>Between Groups</b>	1.788	5	.358	.756	.582
<b>Within Groups</b>	91.712	194	.473		
<b>Total</b>	93.500	199			

**Interpretation:** Since p-value for ANOVA is greater than that of 0.05 indicates that there is no significant difference between the average score for favourable geographical factor as an important branding factor when compared company-wise. It means people look for this component when they choose any company for joining as an employee.

Considering the above aspect, the alternative hypothesis i.e.  $H_{15}$ :- Favourable geographical factors have effect on employer branding is validated.

**Effective communication:**

H<sub>06</sub>:- Effective communication through Media, does not helps the employer to promote their brands. i.e. effective communication is not an important branding component.

H<sub>16</sub>:- Effective communication through media helps the employer to promote their brand. i.e. effective communication is one of the important branding component.

**Table no. 21: Descriptive statistics of Mean showing effective communication through media:**

Mean	Std. Deviation	Std. Error Mean
4.0650	.75073	.05308

**Table no. 22: One sample t-test value:**

Test value = 3.

t	df	p-value (One tailed)
20.062	199	.000

**Interpretation:** Since p-value for the one sample t-test is less than that of 0.025 indicates that the mean score is significantly more than that of 3 (expected score) hence it concluded that Effective communication through media helps the employer to promote their brand. i.e. effective communication is one of the important branding component. Therefore the alternative hypothesis is accepted and null hypothesis is rejected.

Comparison of average scores between companies of preferences was carried out to check out whether the importance of brand is company specific or not.

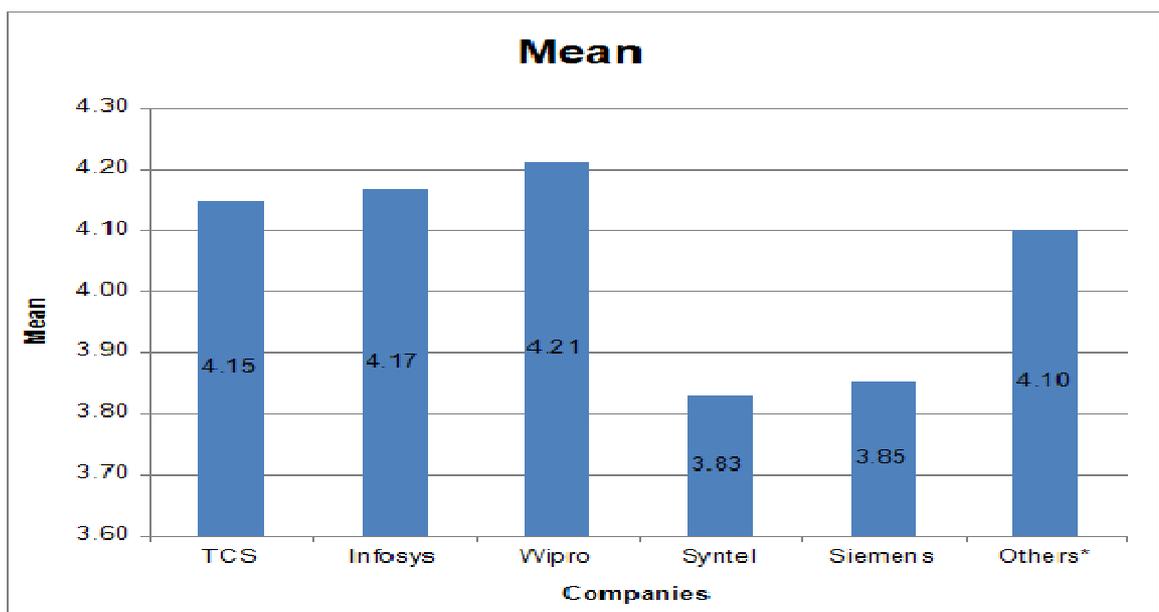
### Comparison of opinion between different companies

**Table no. 23: Descriptive statistics between companies for communication through media:**

	N	Mean	Std. Deviation	Minimum	Maximum
<b>TCS</b>	48	4.1458	.71428	3.00	5.00
<b>Infosys</b>	42	4.1667	.72974	3.00	5.00
<b>Wipro</b>	38	4.2105	.66405	3.00	5.00
<b>Syntel</b>	35	3.8286	.85700	1.00	5.00
<b>Siemens</b>	27	3.8519	.71810	3.00	5.00
<b>Others*</b>	10	4.1000	.87560	3.00	5.00
<b>Total</b>	200	4.0650	.75073	1.00	5.00

\*Others include Patni, Accenture and Oracle India

**Fig no. 16: Effective communication through media.**



**Table no. 24: Difference between the average score for Effective communication through media.**

**ANOVA:**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>p-value</b>
<b>Between Groups</b>	4.748	5	.950	1.715	.133
<b>Within Groups</b>	107.407	194	.554		
<b>Total</b>	112.155	199			

**Interpretation:** Since p-value for ANOVA is greater than that of 0.05 indicates that there is no significant difference between the average score for Effective communication through media as an important branding factor even company-wise. It means people look for this component when they choose any company for joining as an employee.

Considering the above aspect, the alternative hypothesis i.e  $H_{16}$ :- Effective communication through media helps the employer to promote their brand. i.e. effective communication is one of the important branding component is validated.

**Job advertisement:**

H<sub>07</sub>:- Job advertisement is not an important branding factor.

H<sub>17</sub>:- Job advertisement is an important branding factor.

**Table no. 25: Descriptive statistics of Mean showing importance of branding through job advertisement:**

Mean	Std. Deviation	Std. Error Mean
4.3400	.71199	.05035

**Table no. 26: One sample t-test value:**

Test value = 3.

t	df	p-value (One tailed)
26.616	199	.000

**Interpretation:** Since p-value for the one sample t-test is less than that of 0.025 indicates that the mean score is significantly more than that of 3 (expected score) hence it is concluded that Job advertisement is an important branding factor. Therefore the alternative hypothesis is accepted and null hypothesis is rejected.

Compared average scores between companies of preferences was carried out to check out whether the importance of brand is company specific or not.

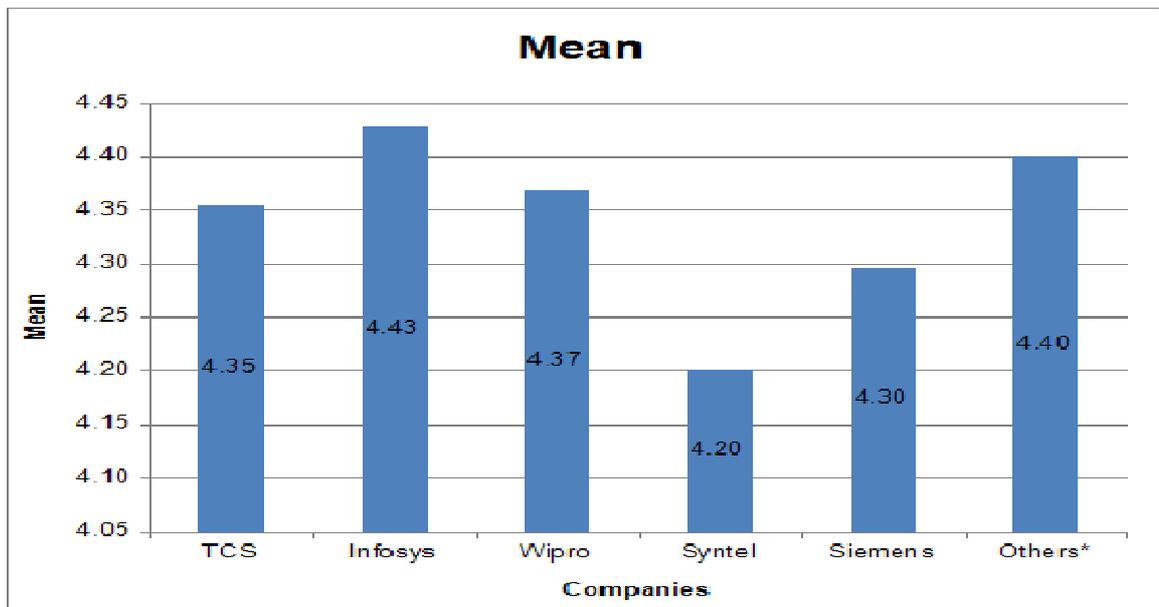
## Comparison of opinion between different companies

**Table no. 27: Descriptive statistics of importance of brand on job advertisement between different companies:**

	N	Mean	Std. Deviation	Minimum	Maximum
TCS	48	4.3542	.66811	3.00	5.00
Infosys	42	4.4286	.66783	3.00	5.00
Wipro	38	4.3684	.71361	3.00	5.00
Syntel	35	4.2000	.79705	3.00	5.00
Siemens	27	4.2963	.72403	3.00	5.00
Others*	10	4.4000	.84327	3.00	5.00
<b>Total</b>	200	4.3400	.71199	3.00	5.00

\*Others include Patni, Accenture and Oracle India

**Fig no. 17: Brand on job advertisement between different companies.**



**Table no. 28: Difference between the average score for Job advertisement**

**ANOVA:**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>p-value</b>
<b>Between Groups</b>	1.143	5	.229	.445	.817
<b>Within Groups</b>	99.737	194	.514		
<b>Total</b>	100.880	199			

**Interpretation:** Since p-value for ANOVA is greater than that of 0.05 indicates that there is no significant difference between the average score for Job advertisement is an important branding factor. It means people look for this component when they choose any company for joining as an employee.

Considering the above aspect, the alternative hypothesis i.e.  $H_{17}$ :- Job advertisement is an important branding factor is validated.

**Safe employment:**

H<sub>0</sub>:- Safe employment in company is not an important branding factor.

H<sub>1</sub>:- Safe employment in company is one of the important branding factors.

**Table no. 29: Descriptive statistics of Mean showing safe employment:**

Mean	Std. Deviation	Std. Error Mean
4.2050	.62040	.04387

**Table no. 30: One sample t-test value:**

Test value = 3.

t	df	p-value (One tailed)
27.468	199	.000

**Interpretation:** Since p-value for the one sample t-test is less than that of 0.025 indicates that the mean score is significantly more than that of 3 (expected score) hence it is concluded that Safe employment in company is one of the important branding factors. Therefore the alternative hypothesis is accepted and null hypothesis is rejected.

Comparison of average scores between companies of preferences was carried out to check out whether the importance of brand is company specific or not.

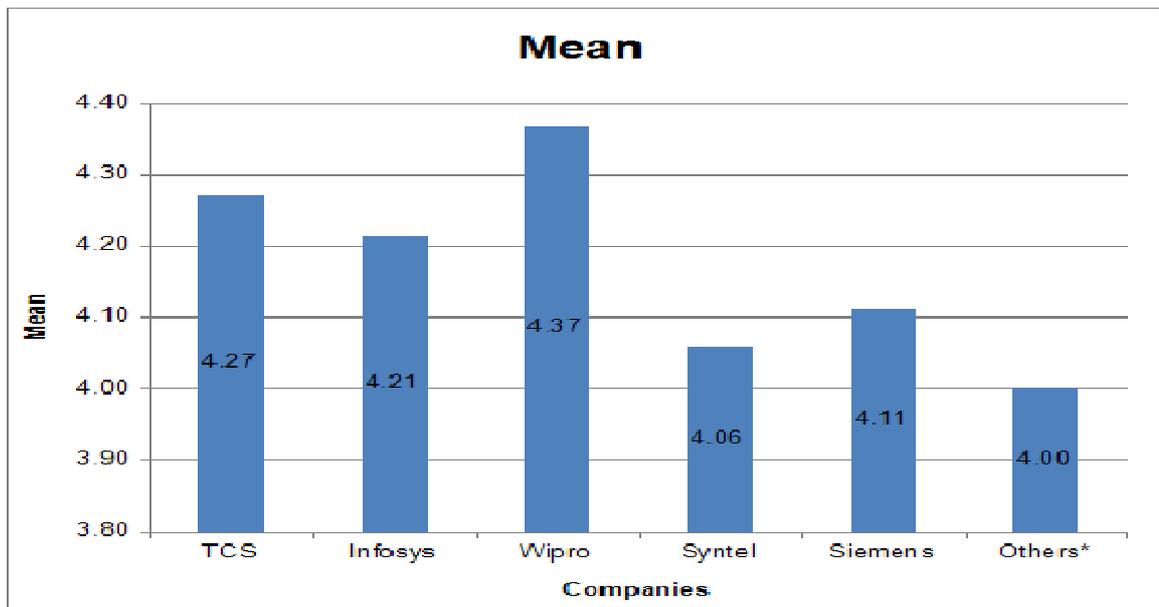
### Comparison of opinion between different companies

**Table no. 31: Descriptive statistics of safe employment between different companies:**

	N	Mean	Std. Deviation	Minimum	Maximum
<b>TCS</b>	48	4.2708	.60983	3.00	5.00
<b>Infosys</b>	42	4.2143	.56464	3.00	5.00
<b>Wipro</b>	38	4.3684	.58914	3.00	5.00
<b>Syntel</b>	35	4.0571	.63906	3.00	5.00
<b>Siemens</b>	27	4.1111	.64051	3.00	5.00
<b>Others*</b>	10	4.0000	.81650	3.00	5.00
<b>Total</b>	200	4.2050	.62040	3.00	5.00

\*Others include Patni, Accenture and Oracle India

**Fig no. 18: Safe employment between different companies.**



**ANOVA:**

**Table no. 32: Difference between the average score for safe employment**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>p-value</b>
<b>Between Groups</b>	2.650	5	.530	1.390	.229
<b>Within Groups</b>	73.945	194	.381		
<b>Total</b>	76.595	199			

**Interpretation:** Since p-value for ANOVA is greater than that of 0.05 indicates that there is no significant difference between the average score for safe employment in company as an important branding factors company-wise. It means people look for this component when they choose any company for joining as an employee.

Considering the above aspect, the alternative hypothesis i.e.  $H_{18}$ :- Safe employment in company is one of the important branding factors is validated.

### Career Opportunity

H<sub>0</sub>: - International career opportunity is not an important branding factor.

H<sub>1</sub>: - International career opportunity is an important branding factor.

**Table no. 33: Descriptive statistics of Mean showing International career opportunity:**

Mean	Std. Deviation	Std. Error Mean
4.0300	.87345	.06176

**Table no. 34: One sample t-test value:**

Test value = 3.

t	df	p-value (One tailed)
16.677	199	.000

**Interpretation:** Since p-value for the one sample t-test is less than that of 0.025 indicates that the mean score is significantly more than that of 3 (expected score) hence it is concluded that International career opportunity is an important branding factor. Therefore the alternative hypothesis is accepted and null hypothesis is rejected.

Comparison of average scores between companies of preferences was carried out to check out whether the importance of brand is company specific or not.

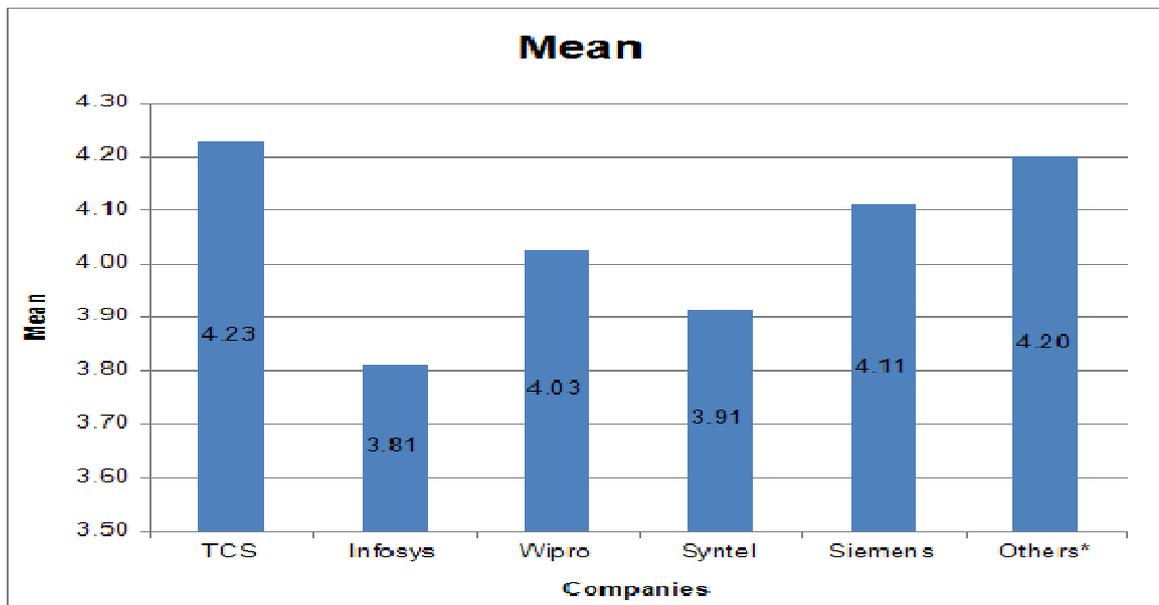
### Comparison of opinion between different companies

**Table no. 35: Descriptive statistics of international career opportunity in different companies:**

	N	Mean	Std. Deviation	Minimum	Maximum
<b>TCS</b>	48	4.2292	.72169	3.00	5.00
<b>Infosys</b>	42	3.8095	1.08736	1.00	5.00
<b>Wipro</b>	38	4.0263	.88491	1.00	5.00
<b>Syntel</b>	35	3.9143	.70174	3.00	5.00
<b>Siemens</b>	27	4.1111	.75107	3.00	5.00
<b>Others*</b>	10	4.2000	1.22927	1.00	5.00
<b>Total</b>	200	4.0300	.87345	1.00	5.00

\*Others include Patni, Accenture and Oracle India

**Fig no. 19: International career opportunity in different companies.**



**Table no. 36: Difference between the average score for International career opportunity**

**ANOVA:**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>p-value</b>
<b>Between Groups</b>	4.881	5	.976	1.289	.270
<b>Within Groups</b>	146.939	194	.757		
<b>Total</b>	151.820	199			

**Interpretation:** Since p-value for ANOVA is greater than that of 0.05 indicates that there is no significant difference between the average score for International career opportunity is as an important branding factor even company-wise. It means people look for this component when they choose any company for joining as an employee.

Considering the above aspect, the alternative hypothesis i.e.  $H_{19}$  :-International career opportunity is an important branding factor is validated.

### Quality of recruitment

H<sub>010</sub> : The employer branding does not influence the quality of recruitment.

H<sub>110</sub>: The employer branding influence the quality of recruitment.

**Table no. 37: Descriptive statistics of Mean showing employer branding influence the quality of recruitment.**

Mean	Std. Deviation	Std. Error Mean
4.1100	.57406	.04059

**Table no. 38: One sample t-test value:**

Test value = 3.

t	df	p-value (One tailed)
27.345	199	.000

**Interpretation:** Since p-value for the one sample t-test is less than that of 0.025 indicates that the mean score is significantly more than that of 3 (expected score) hence it is concluded that The employer branding influence the quality of recruitment. Therefore the alternative hypothesis is accepted and null hypothesis is rejected.

Comparison of average scores between companies of preferences was carried out to check out whether the importance of brand is company specific or not.

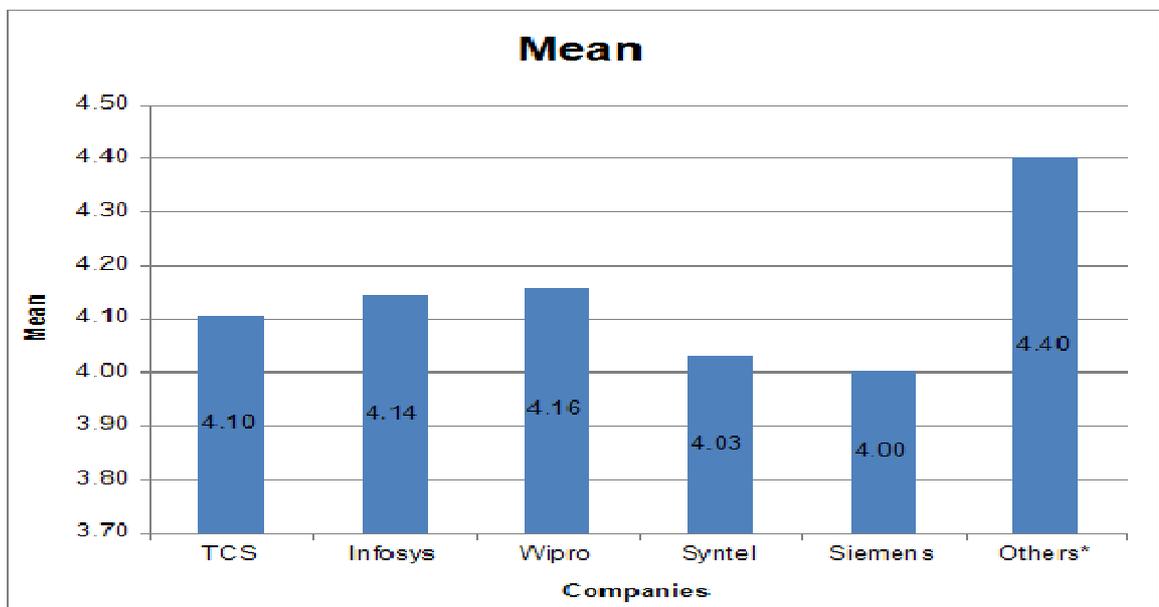
## Comparison of opinion between different companies

**Table no. 39: Descriptive statistics of employer branding influence the quality of recruitment in different companies:**

	N	Mean	Std. Deviation	Minimum	Maximum
<b>TCS</b>	48	4.1042	.47219	3.00	5.00
<b>Infosys</b>	42	4.1429	.56618	3.00	5.00
<b>Wipro</b>	38	4.1579	.54655	3.00	5.00
<b>Syntel</b>	35	4.0286	.78537	1.00	5.00
<b>Siemens</b>	27	4.0000	.48038	3.00	5.00
<b>Others*</b>	10	4.4000	.51640	4.00	5.00
<b>Total</b>	200	4.1100	.57406	1.00	5.00

\*Others include Patni, Accenture and Oracle India

**Fig no. 20: Employer branding influence the quality of recruitment in different companies.**



**Table no. 40: Difference between the average score for effect of branding on quality of recruitment.**

**ANOVA:**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>p-value</b>
<b>Between Groups</b>	1.534	5	.307	.929	.463
<b>Within Groups</b>	64.046	194	.330		
<b>Total</b>	65.580	199			

**Interpretation:** Since p-value for ANOVA is greater than that of 0.05 indicates that there is no significant difference between the average score for effect of branding on quality of recruitment as an important factor even company-wise.

Considering the above aspect, the alternative hypothesis i.e.  $H_{110}$ : The employer branding influence the quality of recruitment is validated.

**Comparison of all factors:**

H<sub>011</sub>: There is no significant difference between average score of all the factors contributing for branding of the company.

H<sub>111</sub>: There is significant difference between average score of all the factors contributing for branding of the company.

**Table no. 41: Mean of branding components:**

<b>Branding component</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Minimum</b>	<b>Maximum</b>
Pay and Perks	4.2250	.84733	2.00	5.00
Reputation	4.3600	.69485	3.00	5.00
Growth opportunities	4.0050	.94309	1.00	5.00
Favourable geographical factor	4.2500	.68546	3.00	5.00
Effective communication through Media	4.0650	.75073	1.00	5.00
job advertisement	4.3400	.71199	3.00	5.00
International career opportunities	4.0300	.87345	1.00	5.00
Safe employment	4.2050	.62040	3.00	5.00
Total	4.1850	.78177	1.00	5.00

**Table no. 42: ANOVA:**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>Between Groups</b>	26.340	7	3.763	6.300	.000
<b>Within Groups</b>	950.900	1592	.597		
<b>Total</b>	977.240	1599			

**Interpretation:** Since p-value for ANOVA is less than that of 0.05 indicates that all the components are not equally important for branding of the company but some of them are more important.

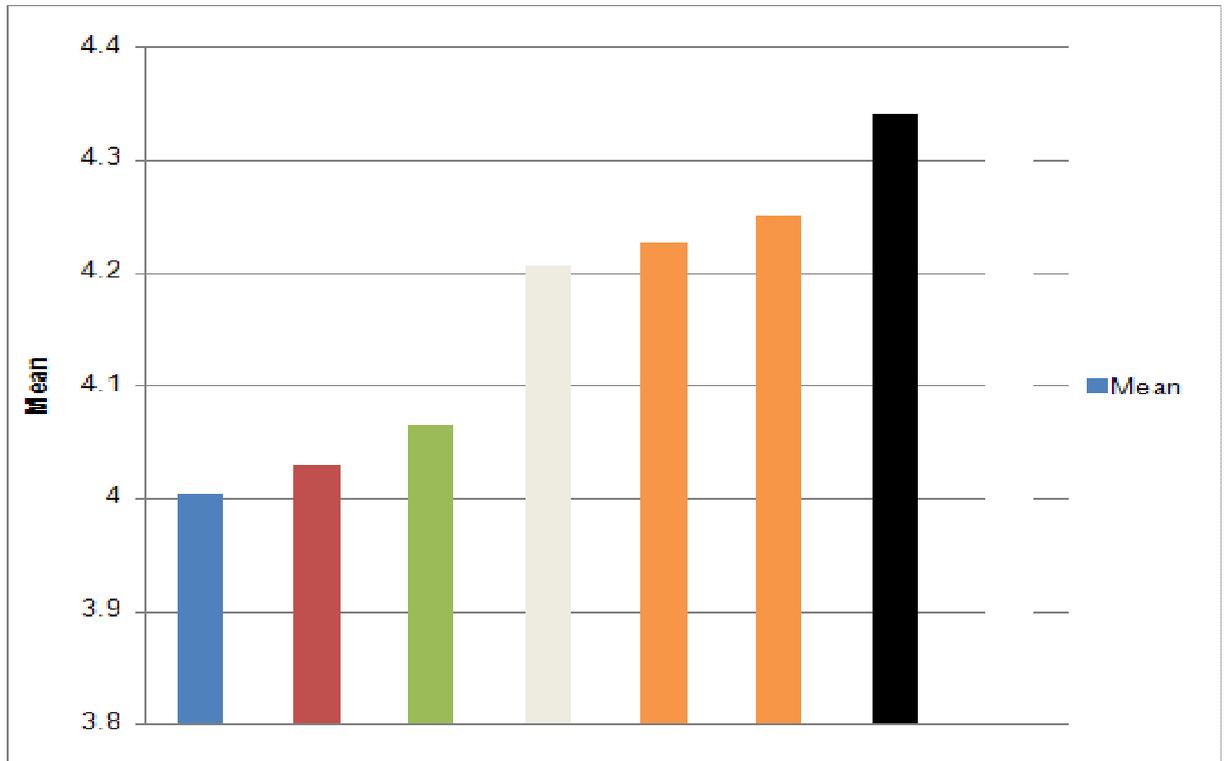
Therefore the alternative hypothesis is accepted and null hypothesis is rejected. i.e.  $H_{111}$ : There is significant difference between average score of all the factors contributing for branding of the company is validated.

Turkey's post-hoc test analysis was done to find out significant difference between the factors when compared independently. The following table provides information as per its importance and also the statistical significance with other factors. The highest score indicates most important and minimum score indicate least important. The variable value falling in each of the group shows no significant difference.

**Table no. 43: Tukey HSD result:**

<b>Branding component</b>	<b>Mean</b>	<b>2</b>	<b>3</b>
<b>Growth opportunities</b>	4.0050		
<b>International career opportunities</b>	4.0300	4.0300	
<b>Effective communication through Media</b>	4.0650	4.0650	
<b>Safe employment</b>	4.2050	4.2050	4.2050
<b>Pay and Perks</b>	4.2250	4.2250	4.2250
<b>Favourable geographical factor</b>		4.2500	4.2500
<b>job advertisement</b>			4.3400
<b>Reputation</b>			4.3600
<b>Sig.</b>	.085	.085	.478

**Fig no. 21: Tukey HSD result**



**Validated hypothesis:**

<b>No. of Hypothesis</b>	<b>Null Hypothesis</b>	<b>Alternative Hypothesis</b>	<b>Accepted Hypothesis</b>
H <sub>01</sub>	Employees do not join the employer because of its brand.	Employee joins the company because of its brand.  To test the hypothesis One sample t-test is used and the value is 3.	<b>Alternative Hypothesis is accepted</b>
H <sub>02</sub>	Pay and perks do not have any influence on employer branding.	Pay and perks do have influence on employer branding.  To test the hypothesis One sample t-test is used and the value is 3.	<b>Alternative Hypothesis is accepted</b>
H <sub>03</sub>	Reputation of employer does not have positive effect on employer branding.	Reputation of employer has effect on employer branding.  To test the hypothesis One sample t-test is used and the value is 3.	<b>Alternative Hypothesis is accepted</b>
H <sub>04</sub>	Growth opportunities for employee do not have effect on employer branding.	Growth opportunities for employee have effect on employer branding.  To test the hypothesis One sample t-test is used and the value is 3.	<b>Alternative Hypothesis is accepted</b>
H <sub>05</sub>	Favourable geographical factor do not have effect on employer branding.	Favourable geographical factors have effect on employer branding.	<b>Alternative Hypothesis is accepted</b>

		To test the hypothesis One sample t-test is used and the value is 3.	
H <sub>06</sub>	Effective communication through Media, does not help the employer to promote their brands. i.e. effective communication is not an important branding component.	Effective communication through media helps the employer to promote their brand. i.e. effective communication is one of the important branding components. To test the hypothesis One sample t-test is used and the value is 3.	<b>Alternative Hypothesis is accepted</b>
H <sub>07</sub>	Job advertisement is not an important branding factor.	Job advertisement is an important branding factor. To test the hypothesis One sample t-test is used and the value is 3.	<b>Alternative Hypothesis is accepted</b>
H <sub>08</sub>	Safe employment in company is not an important branding factor.	Safe employment in company is one of the important branding factors. To test the hypothesis One sample t-test is used and the value is 3.	<b>Alternative Hypothesis is accepted</b>
H <sub>09</sub>	International career opportunity is not an important branding factor.	International career opportunity is an important branding factor.	<b>Alternative Hypothesis is accepted</b>

		To test the hypothesis One sample t-test is used and the value is 3.	
H <sub>010</sub>	The employer branding does not influence the quality of recruitment.	The employer branding influence the quality of recruitment. To test the hypothesis One sample t-test is used and the value is 3.	<b>Alternative Hypothesis is accepted</b>
H <sub>011</sub>	There is no significant difference between averages score of all the factors contributing There is significant difference between average score of all the factors contributing for branding of the company. for branding of the company.	There is significant difference between average score of all the factors contributing for branding of the company.	<b>Alternative Hypothesis is accepted</b>

## **CHAPTER: 7**

### **FINDINGS**

#### **Findings**

The preceding data analysis has clearly indicated the extent to which ‘Employer Branding’ will influence the prospective employees, while making a choice of their dream employer. The following are the significant findings emerging that have analysed the data.

Magnetic power of ‘Employer Branding’ for top companies (in the Information Technology sector) relating to employees from IT sector is well depicted in the analysis. When asked about their dream employer in the Information Technology world, most are repeatedly pointing out top names of Companies like TCS, Infosys, Wipro, Syntel and Siemens. Some of them even pointed out names like Patni, Accenture and Oracle India which are comparatively less known but still are well reputed in the Information Technology sector. These are names which are constantly in the news, in the top news papers of the metros, always covered by Medias; possess a big brand name, have success stories, entail excellent market leadership and show huge profitability. These are factors which highlight and contribute highly towards the ‘Employer Branding’ of companies. It is then obvious that these popular names therefore easily make it to the test of the prospective employees.

The analysis proved the hypothesis that Employer Brand plays an extremely critical role when it comes to attracting the best talent available in the market. The most effective ‘Employer Branding’ initiatives taken by the top companies for building and communicating their brand name in the minds of prospective employees specifically were found to be:

**Pay & Perks:**

Most of the Information Technology companies were well known on account of certain facts. They were well known because they had the high market shares, were successful and earned huge profits. These companies could afford to invest highly in human resources. In the analysis, Respondents were asked about why they only chose these names when it came to listing their dream employers.

It was found that pay and perk got average ranking of 4.23 on a scale of 1 to 5 and is significantly ( $p\text{-value } 0.000 < 0.05$ ) greater than that of test value of 3 which is considered as the best score on a scale by researcher. Respondents do not differ in their opinion even with respect to different dream employer for Pays and Perks ( $p\text{-value for ANOVA } 0.065 > 0.05$ ).

**Reputation:**

Reputation is one of the important factor which employee look for, when we asked to people to rate this factor, people have rated this factor with highest score in the list and letting it rise at top and prior to pay and perk, favourable geographical location and job advertisement, etc. Therefore, it can be said that the two major factors that any prospective employee would look at while choosing his or her dream employer would be Salaries and Perquisites offered at one hand and the reputation of the company on the other. It was also observed by the Researcher that the top most employers effectively used their attractive pay structures and their market image to become the dream employers of the prospective employees.

It was found that reputation got average ranking of 4.36 on a scale of 1 to 5 and is significantly ( $p\text{-value } 0.000 < 0.05$ ) greater than that of test value of 3 which is considered

as the best score on a scale by researcher. Respondents do not differ in their opinion even with respect to different dream employer for reputation (p-value for ANOVA  $0.463 > 0.05$ ).

**Favourable geographical** position (4.25 p-value =  $0.000 < 0.05$ ), **Job advertisement** (4.34 p-value =  $0.000 < 0.05$ ) and **Safe employment** (4.21 p-value =  $0.000 < 0.05$ ) are also found to be important factors which are in the top club contributing for the branding of any company.

The most effective information media, helping the employers to communicate their brand were :

#### **Websites & Internet:**

Both of these were found to be the effective communicators amongst all the other options given. Highest number of Respondents i.e. approximately 50% (24% Internet and 26% website) chose the website and internet as the best way of getting all the necessary information about a company. The top most employers optimally use their websites as well as internet to communicate their best features, success stories, turnover, core operating activities carried and also the kind of experience of employment and growth opportunities that they offer to their employees. Therefore, websites and internet were found to be the best and effective information media, helping the employers to communicate their brand.

**Feedback given by friends and Acquaintances:**

19 % of the prospective employees chose feedback given by friends and acquaintances as the best way of getting relatively reliable and honest information about the company. Therefore, websites, internet & feedback from friends and acquaintances were more or less found to be equally effective when it comes to communicating the Employer's Brand.

**Advertisement in newspaper** also contribute for almost 20%. Therefore it also an important component still people feel reliable as source of information.

The Researcher found that 45% of the prospective employees preferred or used internet as the most effective media to look out for job advertisements. Therefore the analysis proved that it is online job advertisements that left the best impression in the minds of the prospective employees. Probably because as far as colour, graphics and animation (Almost 42% of respondents liked graphics in the advertisement) is concerned, there is nothing better than the internet to attract and make an impact on the decision while going through hundreds of jobs advertised by different employers on the same site.

According to the analysis, where each one of the prospective employees have viewed their opinion in details about the job advertisements it was observed that, all that makes a difference is style, manner in which the content is laid out. But newspapers will never go out of trend. 31% of the prospective employees still depend upon newspapers for checking out vacancies.

Most attractive factors offered by the employers: From among the 19 possible factors given as option by the Researcher to the Respondents, the feedback of the sample was collated. The Researcher analysed the data as the highest three first rated, highest

three second rated and highest three third rated factors. It was found that among the nineteen factors given as options, Safe Employment was the factor that was chosen by majority i.e. 24.5% of prospective employees as the first most attractive factors offered by the employer. Competitive Compensation and International Career Opportunities were found to be the second highest in the first ranked attractive factor by 17.5% of the prospective employees. Possibilities of Advancement and Promotion were found to be chosen by 14.5% as the first most attractive factor. Some of the employer also found flexible working hours (8.5%) and Good reference for future career (5%) as attractive factors.

Associated characteristics with the preferred employer by the prospective employees: Like the attractive factors, the Researcher also studied about the most associated characteristics with the preferred employers. The Researcher had again given options of 13 most possible characteristics. The first characteristics associated by majority i.e. 24.5 percent of the prospective employees with the preferred employers was found to be market success. The second highest first rated characteristics was found to be Financial strength by 20 percent Respondents and the third highest was attractive geographical location again rated first by 17.5 percent other Respondents.

## **CHAPTER: 8**

### **CONCLUSIONS**

Every Company should now start thinking about investing in 'Employer Branding', the only condition being that the Companies should view it seriously about positioning itself as an employer in the market. With reference to the analysis, it was found that the most preferred dream Employers were TCS, Infosys and Wipro; this was probably because all of them delivered as they have promised. This was the message that most prospective employees identified with. As long as the employer delivers what is committed, there is no other barricade to the concept of image building. No Company would want to be a part of the situation where the current employees are unsatisfied or they are not standing or feeling proud about the statements or commitment of the company.

The analysis has clearly found that prospective employees do follow the initiatives taken by top companies and it has also worked very much in their favour. The Companies need to now start branding their Earned Value Professional (EVP's), and need to communicate right information about the factors like Compensation, Attrition, Growth opportunities, its own Reputation in the market. These initiatives help in building a good employer brand capable of attracting the best talent in the labour market. Investing in the right kind of branding would help the company to be successful in the future and, help the HR of the companies to create a value in the eyes of prospective employees and also spell out the company's expectations right from the beginning.

Companies should invest more on communicating their brand by giving the right feedback to their current employees and living up to the promises. This is because the analysis rightly pointed out that the feedback given by friend and acquaintances worked more positively as against the internet and websites. Hence, the word of mouth has more impact on the mind of the prospective employees. Communicating

the truth and living by the commitment will actually help the employers to save time and money, and it is something that every organisation should be actually thankful for, especially in the times of recession. In sync with the outcome of the analysis, it was concluded that effective 'Employer Branding' communications is the collective mechanism that enables the prospective employees to have inputs relating to organisation and also helps to create awareness in the market.

It is concluded that there are combinations of factor that attract the prospective employees and organisations should work on building these factors. These are Reputation, Job advertisement, Pay and Perk, Geographical location, Safe employment etc.

Similarly it was concluded that characteristics like Good reputation of Financial strength, Dynamic organization, Market success, Innovative solutions, Attractive geographical locations, etc, are factor that prospective employees associate with their dream employer should be acquired and built upon by organisations who desire to attract the best talent available in the labour market.

Organizations in India and all over the world operate in a quite competitive environment, and this calls for interceptive strategies to be ahead in any segment. As analysed by the major findings of the study, branding is now has become a major tool for organizations to attract talented employees in their organizations.

Similarly it is concluded that it is necessary to create work environments that make employees feel secure psychologically. Organisations that offer opportunities for growth, develop and also make it easier for employers to attract and retain employee. It is important for new organizations to be able to retain talents to enable them become efficient and effective. Work environment that is socially rich and psychologically empowering is also needed for organizations to be ahead of competition.

It is concluded that employees today are choosing to work with the reputed organizations. They consider employers who value their employees and treat them fairly. The employee is suitable about the company's employee experience policies and inquires hard about the reality of this experience. An essential to an employee is the organisation's employee/employer relationship. Essentials to the employer, however, are the length of time it takes before the new employee is returning the opportunity and performance value back to the business. For some jobs, it can take months to return value, and for those employees who turnover within one year, the employer value yield for opportunity and performance is very small, zero or possibly in deficit. So making sure that your employer brand is attracting and retaining the right employees who will perform, commit and remain loyal is cost effective to organisation. Organisations must aim to be employers where potential and talented employees are attracted to work and existing staff remain loyal and perform for the good of the whole business. There is the need for employers to measure, analyse and position their employer brand to the job market where they will attract the talented and right people with the right skills in the shortest period of time.

The main motive of this research was to scrutinize in what path and why companies use employer branding in Human Resource Management (HRM), and particularly in recruitment and retaining processes. What has become evident is that for the strategy to be helpful it needs to be internally attached with present employees, before it can be communicated externally to potential employees. The purpose is that the perceived represent, and thus the expectations of potential employees, should meet with the actual values, in order to positively affect employee retention. The initial task for Human Resource is to identify the unique attributes related to the specific firm and what differentiates it from its competitors. By the expression of these attributes the firm composes its employer proposition, which can be used in the recruitment process to attract suitable employees. By using their employer brand in the context of HRM, companies can make the recruitment processes more effective. The effectiveness can be exemplified as follows; if the employer brand is delivered accurately, individuals that are suitable for the organization are more prone to apply, and those who are not suitable will not apply, which indicates a streamlining in the recruitment process. However, there is some confusion regarding which business unit that should be responsible for creating and communicating the employer brand. The majority of this

study's informants agree that Human Resource Department should have the main responsibility. Moreover, they agree that cooperation, first and foremost with Senior Executives but also with the marketing department, is seen as vital. Furthermore, there seems to be a task assigned to current employees of acting as ambassadors for their employer, in order to communicate and represent the employer brand.

Brand has gained so much importance that now it rules the mindset of people. Where does a person spend maximum time of individual's life? The answer is individual's workplace. So, it is only employer's brand that would attract potential employees to organisations and look at retaining them. This signifies a shift in organisational emphasis from product brand to human resources; enabling people to become an active constituent of a successful corporate branding process.

## **CHAPTER: 9**

### **RECOMMENDATIONS**

In order to make 'Employer Branding' efficient, an employer will require innovative methods of personnel market research to gather information about the trend, genuine needs of the employees and the factors that would attract the best talent.

Above all the employer should be able to use preference matching to find out the specifications potential applicants have for attractive employers. Employers should also see to it that the selection and decision making process of the applicants is defined as realistically as possible.

The information and recommendations that an employer gets while using this preference matching process can be successfully used for building an 'Employer Branding'.

There should be no information gap in the process of 'Employer Branding'. In this process, organisation should take care that they builds a brand carefully so as to attract a right talent, and not target prospective employees whom the organization as not actually addressing.

Employer should improve their Employer Branding by giving awareness of a company through different sources of advertisements. For this they must approach to various advertisement channels and to promote their brands to attract new and best talents.

There should be a clear brand messages through different sources of recruitment and recruiter should match the candidates with the culture of the company. Recruiter must provide proper description of the job they must arrange proper internal as well external interviews which create an impression of a company culture.

To attract best talent and to retain them in the same company an employer must build a strong employer branding strategy which may focus on long-term strategy to make stability in the business world.

An employer must focus on the current employees to retain them in the same company by giving them a surety to achieve high turnover in the company.

Employer must build a brand on an individual too, by involving them in different social activities. By seeing individual employees other new candidate gets attract to join that brand.

Employer must follow the following steps to improve their 'Employer Branding.'

- Must explore a brand challenges and opportunities made by today's business world.
- Must achieve all the commitments made by company.
- Must give a proper description about external market target.
- Must build a team of a wider management.
- Must identify the business value of Employer branding world.
- Clarifying what makes special of a company brand.

Employer branding is powerfully communicating organisation's values, personality and culture to create the desired comprehension. Employer branding make an impression every touch point the organisation has with the employee, starting with the recruitment and on-boarding process. It then develops to every aspect of their employment including; training and development, the development of career paths and compensation benefits and incentives, right through to their exit from the organisation and beyond.

To improve the strong employer brand, a clear and defined employer brand can offer important advantages to the organisation. It can significantly reform application rates and put the organisation in the covetable position of having a broad pool of talent to choose from. In tight recruitment markets, where competition for the best talent is awful, it can also help keep the organisation top of mind, make the organisation stand out in a intensive market and provide compelling reasons to join the one's company rather than going elsewhere.

In companies where values, self-hood and desired behaviours have been deeply embedded across the organisation employers are also likely to benefit from increased engagement from employees. Greater employee involvement and motivation has been shown to result in greater productivity and higher retention rates – all of which contribute to retaining skills and clear perception, and finally enhancing organisation's bottom line. Increased involvement with the brand will also help make employee loyalty reducing the risk of losing company's best people to competitors, and therefore avoiding the financial implications of recruiting and on-boarding their replacements.

To develop company's employer brand it is fundamental company should consider a number of questions from the outset:

- What are the most attractive and compelling attributes of the organisation to both current and talented loyal employees?
- What roles within the company are most difficult to organisation's success and what they need to do to attract and retain the best talent in these areas?
- What are the typical features and attributes of current employees and what are their future requirements?
- What are the current thinking of working within the organisation? How are they affecting company's current ability to recruit top talent?

With a clear understanding of these areas company can then define an outline of where they are now, what they would like their employer brand to be and the steps required to get there, all of which form the basis for their employer brand strategy.

Typically, “ownership” of employer brands often falls to Human Resource, Internal Communications and Marketing departments, but the reality is that everyone in the organisation is responsible for company’s employer brand – particularly organisation’s senior management team. Employer brands cannot be forced onto employees; they have to be true, correct and accurate and reflect how their organisation treats its employees. That means true employee engagement only happens if the brand is embedded into the culture of the organisation, is lived and breathed by everyone and underpinned by a leadership team that leads by example. If it’s clear the management team don’t believe in the brand values, even the very best internal communication campaigns won’t be able to instil a change in culture throughout the company.

### **Attracting new talent**

To attract new talents strengthen company’s employer proposition:

- Promote culture and rewards
- Show what success in the organisation looks like
- Introduce current employees
- Demonstrate a commitment to Corporate Social Responsibility
- Promote organisation’s commitment to career development and training

### **Retaining company’s best talent**

A strong employer brand is not just for attracting new talent, it also provides a compelling reason for organisation’s current employees to stay in the same organisation. With comprehensive knowledge and developed skill sets, existing employees are an invaluable asset to any organisation and it’s therefore worth investing time in building stronger relationships with this key set of stakeholders.

Company’s employer brand should be activated regularly; employees need to be reminded of the qualities that first attracted them to the organisation. More

importantly though organisation's need to deliver on the brand promises that organisation have made to those employees, whether through incentives, reward and recognition, training and development or a clearly defined career path. Brand reputation is built on perceptions that are matched by the actual experience of engaging with the brand.

Control company's employer brand

An employer brand will continue to grow and develop over time and seek ongoing attention. The best employer brands recognise the changing requirements of their workforce and shifts in perceptions, and adapt accordingly. Tools such as employee satisfaction surveys, employee workshops and exit interviews can all provide precious insight.

Organisations that fail to recognise the importance and values of company's employer brand and control it accordingly are likely to find themselves at a disadvantage over the long-term. Whilst increased spend on recruitment campaigns may help short-term attraction of new talent, employers may well find themselves losing out on the best talent to firms with effective employer brands. Even if organisation manage to attract a high level of talent the reality of how company's employer brand is reflected across the organisation will finally determine the ability of the organisation to retain this talent.

## **CHAPTER: 10**

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## **ANNEXURE**

### **Questionnaire:**

Dear Sir/Madam,

I am undertaking this study for Dissertation titled “**Impact of Employer Branding on Recruitment: A Study of It Sector Employees in Pune**” conducted for fulfillment of academic requirements for awarding M.Phil degree, by D.Y. Patil University, Navi Mumbai School of Management.

#### **Concept of Employer Branding.**

Employer Brand refers to the reputation of an organization among prospective employees, and also in general. A good employer brand is one wherein prospective employees WANT to work for the company. The reputation of the company is such that it does not have to spend time trying to convince people why they should work for them. People already know what a great company they are both in the industry and as an employer. If an organization has got that fame and name, the most talented people will make a beeline for that organization. Based on this concept I am studying the impact, extent of influence and importance of Employer Branding on the minds of prospective employees.

With reference to the above, I shall be obliged if you kindly give your opinion on the questions given. It is very important for me to learn your opinion to perform this survey. There are no foreseeable risks associated with this project. The survey responses will be strictly confidential and will be used only for academic purpose.

For any query about this study, you can mail me: [kiran.shkl@gmail.com](mailto:kiran.shkl@gmail.com)

Thank you for your support,

Kiran Suresh Shukla

Name: \_\_\_\_\_ (Optional)

Q1. Age :

18 – 25

26 – 35

Above

Q.2) General Category:

Male:

Female:

Q 3

a) Does branding of the company is important.

1. Yes

2. No

b) Which IT (Information Technology) company in India would you like to work for?

TCS

Infosys

Wipro

Syntel

Siemens

Accenture

Patni

Oracle India

c) Brand of the above companies attracts you for your preference of the company.  
(Rate on the scale of 1 to 5, 1 as minimum score and 5 as maximum score)

.....

Q.4) Why would you choose this Company? (Rank them in order of preference)

- Pays & Perks
- Reputation of the Company
- Growth Opportunities
- Geographical location

Q.5) From where have you got information about this company?

- Feedback given by friends or acquaintances
- Advertisements in the Newspapers
- Articles in the Magazines
- Internet
- Website

Q. 6) Can you recall any of the ads given by the above company? If so, please mention ad of the company you like.

- TCS
- Infosys
- Wipro
- Syntel
- Siemens
- Accenture
- Patni
- Oracle India
- Did not liked anyone

Q.7). Do you go through the advertisements for jobs in the papers or the Internet?

- Internet
- Newspaper
- Both

Q.8). Which ads have given you a positive image of any company?

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Q.9). What was in the advertisement that has impressed you about the company?

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Q.10). Recollect and mention any ad campaign of company/companies that has attracted your thought or decision to work with them?

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Q.11). What would you like a job advertisement to have in terms of?

<b>Graphics</b>	
<b>Words</b>	
<b>Content</b>	
<b>Any other</b>	

Q.12). What would be the information that you would want to know about an employer and job before applying for it?

- Pay and Perks
- Working hours
- Geographical location
- Job security
- Other employment benefit

Q.13). Which of the factors below would you find most attractive if an employer offered them? (Please rank these factors where 19<sup>th</sup> is the lowest 1<sup>st</sup> is the highest)

Balance between private life and career	
A good reference for your future career	
Flexible working hours	
Few hours overtime	
Inspiring colleagues	
Internal further education	
International career opportunities	
Competitive compensation	
Continuous reconnection and follow-up of your work	
Possibilities to work from home	
Possibilities for advancement/promotion	
Project based work	
Safe employment	
Tasks that mean bigger challenges	
Varying work	
Commuting Distance	
Work hours	
Benefits	
Other	

Q.14). What are the characteristics that you would associate with your preferred employer? (Rank the characteristics where 1<sup>st</sup> is the highest and 13<sup>th</sup> the lowest)

A very competitive working environment	
Employees with varying background	
Good Leadership/Management	
Dynamic organization	
Financial strength	
Good ethics and high morale	
Good reputation and highly thought of	
Innovative solutions	
Conservative working environment	
Market success	
Environmental friendly policy	
Attractive geographical location	
Only recruiting the best	

Q 15 Rate the following branding component on five point scale with 1 being minimum score and 5 being maximum score.

<b>Branding component</b>	<b>Score</b>
Pay and Perks	
Reputation	
Growth opportunities	
Favourable geographical factor	
Effective communication through Media	
job advertisement	
International career opportunities	
Safe employment	
Total	

XXXXXXXXXXXXX