

# Role of Employer Branding & Organisation's Attractiveness in Retaining and Attracting the Talent

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## Abstract

*The purpose of this paper is to find out the factors which must be present in an organisation for retention of existing employees and attraction of potential candidates. Further the effect of socio-demographic variables on factors of employer branding & organisational attractiveness in attracting the new talent was examined using analysis of variance. The survey method was used and the factors were drawn using factor reduction method. For analysis simple descriptive, k-independent sample test and compare means was used. After analysis it was found that the most preferred factors were Career Growth Opportunity, Competitive Salary as per Market, Availability of Job Security, and Work Environment, which affect the talent acquisition and retention both. The study has several limitations but the major limitation was self-administered survey method which was used to conduct the study in which researcher was unable to control whether or not the individual will return or fill in the questions in the right order and the reliability of their responses.*

**Keywords:** Career Growth Opportunity, Employer Branding, Organisational Attractiveness, Employee Retention, Talent Attraction.

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## INTRODUCTION

India, a hierarchy based country, is considered to be high in power distance and collectivism. Since the Indian talent is in great demand globally, the multinational organisations have to understand the perspective of an Indian talent to develop their employee value proposition. It is necessary for organisations to understand the Indian talent so that they can be able to attract, recruit and retain the employees. As most of the research related to employer branding and organisation attractiveness, done in other countries and very few in India, so this research is based on Indian context to study the effectiveness of employer branding and organisations attractiveness.

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## EMPLOYER BRANDING

Employer branding can be used both externally

and internally to attract talent and to retain the existing employee by increasing their commitment and loyalty towards their workplace.

Employer branding creates the unique proposition of the organisation to prospective candidates, current employees and society at large by creating both within and outside an image of the organisation as a distinct and desirable employer and a good place to work. It requires an employer to identify what is unique and distinct about the organisation relative to the competitors, marketing it to the target population and ensuring that the applicants have due understanding of the employment value proposition (Bergeron, 2001). This helps to differentiate a company from its competitors by building a distinct image of the total employment relationship and employee life cycle management that an organisation offers to its prospective and current employees, even when they cannot compete in terms of location or wages.

Employer branding is fast emerging tool which is use not only to communicate to the potential employees but use also to the existing employees that the value proposition of the current employer oust their competitors. As 65% of operating costs come from managing human resources, so managing this resource effectively make an organisation immediately more profitable. For this reason, it is important to understand that margin enhancement actually starts with effective human resource attraction and retention strategy, which is inevitably, through employer branding.

### ORGANISATION ATTRACTIVENESS

Organisational attractiveness is defined by Aiman-Smith et al. (2001) as 'a mind-set or affirmative feelings toward an organisation and toward viewing the organisation as a pleasing thing with which to initiate some relationship.' Daniel B. Turban (2001) said that organisation attractiveness is reflected in the candidate's attitudinal thought about particular companies as potential places for employment. Two dimensions are shown to be important: employer familiarity and reputation.

- As per the research, when organisations are familiar to individuals, they are seen as more attractive employers.
- A positive type of feed-back received by an organisation from its stakeholders is defined as Reputation; it is come from perceptions of all stakeholders. The research suggests that an organisations having reputation provide better competitive advantage.

Organisational attractiveness fully mediates the relations between the job characteristics and the organisational attributes with intention to apply for a job vacancy. Organisations always concerned about attracting and selecting the right talent (Judge & Cable, 1997). For example, many organisations are increasing their budgets for recruitment and now spend approximately 31% of the HR budget on recruitment and retention.

Organisations that attract more qualified talents have a larger pool of applicants to choose from, which results in greater utility for the firm's selection system. Furthermore, although an individual's job choice process begins with the decision of whether to pursue employment with an organisation and the decision of whether to take employment with a firm is important, however an individual who do not apply for the jobs cannot be influence by particular organisations. Initial application decisions are considered to be influenced by candidate's impression of the organisation's attractiveness as an employer, and though organisational attractiveness is the instant goal of recruitment (Turban, 2001).

### LITERATURE REVIEW

#### Understanding the Employer Branding

The power of the employer brand has been summed up by Fernon (2008) as 'it is the ability to deliver success of organisation by attracting and retaining the appropriate candidate, providing an environment in which employees live the brand, improving organisational performance in key business areas of recruitment, retention, engagement and the bottom line and differentiating employers from each other, creating competitive advantage.' The

employer promises need to be satisfactory and honest (Backhaus and Tikoo, 2004). The employer makes a value proposition which creates expectations and communicates obligations to the potential employee during the recruitment process.

According to the CIPD (2008), employer branding is a set of characteristic and qualities, which makes a company unique, promises of employment experience, and appeals to the applicants, who will grow and do better in its culture. It is the foundation of a brand representation of the organisation for prospective employees. It will be influenced by the reputation of a firm and its status as an employer (Armstrong, 2006).

Employer branding is based on the hypothesis that human capital brings value to the organisation. The employer branding is typically based on; (i) the value proposition of an employer brand, (ii) the employer brand is internally marketed, and (iii) the employer brand is externally marketed and becomes a part of the organisational culture (Backhaus and Tikoo, 2004).

Organisations have to enthusiastically handle the Employer Branding because it assists in the creation of its brand. For this, it is necessary to convey values to employees, which boost the level of employee satisfaction, that positively influence employee's experience (Bodderas et al., 2011).

### **Factors of Organisation Attractiveness**

According to Backhaus and Tikoo (2004), an individual who identifies himself with the image of the company, is more liable to apply to a job. Therefore it is important for companies to communicate their employer brand in order to attract prospective applicants for the company and the specific job. The companies can establish its identity and the organisational culture, which influence the trustworthiness of the employees and, high degree of trustworthiness leads to productivity within the company. Employees that are devoted to the organisation tend to stay longer, as they emotionally involved to the organisation and its culture.

Highhouse et al. (2003) tried to measure the organisation attractiveness using some factors which may affect the organisation attractiveness, willingness towards the company, company prestige, and organisational pursuit behaviour. Organisations have to deliver good messages about itself to the group of potential talent by using specific source which enhance their organisational attractiveness. Such as recruitment related information sources can be used for organisational attractiveness (Van Hove and Lievens, 2006). The resource such as job advertisement, by which candidates receive information regarding job is one of the factors which may affect the attraction of the candidates toward an organisation, (Rynes & Cable, 2003; Lievens, 2006).

The reputation of an employer or an organisation might be affecting the organisational attractiveness. Reputation might refer to positive or negative; Positive reputation show that an organisation is good and candidate attracted with that (Highhouse, 2003) whereas negative image has vice-versa effect on potential candidates. Earlier researches shows that the potential candidates are attracted more with word-of-mouth, by which people make perception about company and their work environment (Judge & De Pater, 2004).

### **Factors Affecting Retention and Attraction**

According to Backhaus and Tikoo (2004), the company image in an external perspective and categorize the benefits associated with a specific company. The benefits may include in terms of entrepreneurship, while symbolic benefits in terms of innovativeness, salaries, insurances and pension conditions, bonuses, cooperation and quality of operations, cooperation and possibilities for personal development and professional training.

Other than benefits, the following factors may affect the retention and attraction in an organisation: Financial performance; product & service brand; good corporate citizen; word of mouth; industry/sector image; autonomy; people orientedness; fun at work; learning & development; career growth; reward strategy,

and results also shows that above all variables play important role for talent management in any organisation (Srivastava and Bhatnagar, 2010).

According to Sokro (2012), the factors which used to attract and retain the prospective employees are Effective Induction process, Career advancement opportunities, Reward system provided by organisation, working environment, challenging work responsibilities, competence development and work flexibility, Brand name, goodwill of organisation, brand image, availability of job security, attractive compensation and benefit package, recognition and appreciation of employee's work, work life balance.

Companies that believe in strong culture of corporate social responsibility have an advantage regarding competition for talented and identified employees. Moreover for retention a company should focus on development value, social value and diversity value. Training opportunities, coaching room for creativity and mentoring have to provide to the employee while creating an environment that empowers employees (Bodderas et al. 2011).

There is an important relationship between positive word of mouth and organisational attractiveness. By improving its word of mouth, spreading positive information about an organisation to the target group of applicants through some information source such as campus recruitment, online media and others, an organisation can improve its organisational attractiveness (Uen et al., 2011).

### **Role of Employer Branding and Organisation Attractiveness in Retention and Attraction**

The characteristics of successful and unsuccessful employer brands have been described that firms can assess their employer brand success according to the typology. Moroko and Uncles (2008) describe typology in four matrices i.e. communication breakdown, sustained success, long term disconnect, strategy mismatch. Improvement in these metrics enables the companies to take strategic benefit of employer branding.

Building a strong employer brand impact and increase the positive perceptions of the brand as a whole to all stakeholders including current and potential employees. The relationship between employer branding and other constructs such as market price of shares, employment environment, profitability, organisational success, brand associations and employer trustworthiness help to build a strong employer branding. By creating branding strategically companies get benefits of gaining potential talents (Oladipo et al., 2013).

Mandhanya & Shah (2010) described a model on how to use employer branding for talent management named as "employee branding process" model. It includes two processes which consist of, one for current employees and the second for potential employees. For potential employees: employer branding used to build a reputation for the organisation as the preferred place to work, at the same time, branding for current employees, an organisation have to continuously makes its standard and integrate a culture of respect and trust for employees.

Employer branding affects organisational culture as well as identity of organisation which helps to increase employer branding loyalty. Employer branding is a long term approach which deals with the awareness and perceptions of prospective employees, current employees, and other concerned stakeholders with respect to an organisation (Sullivan, 2004).

### **OBJECTIVES OF THE RESEARCH**

The study objectives were:

- To study the components of employer branding & organisation's attractiveness in attracting the new talent.
- To find out the factors of employer branding & organisational attractiveness in attracting the new talent.
- To study the components of employer branding & organisation's attractiveness in retaining the existing employee.

The review of literature provides the deep insight of the work done by the experts and

researcher on Employer Branding and Organisation Attractiveness. The maximum research have done out of India. Limited research has been conducted in India that too on a very broader perspective. So to narrow down the research and to conduct the in depth analysis by considering the socio-demographic profile of the respondents, few hypotheses were formulated to know the preferred components of employer branding and organisation attractiveness in talent acquisition as well as employee retention in India:

**H<sub>0</sub>1:** Age of the respondent has no significant impact on the perceived importance of employer branding & organisational attractiveness in attracting the new talent.

**H<sub>0</sub>2:** Gender has no significant impact on the perceived importance of employer branding & organisational attractiveness in attracting the new talent.

**H<sub>0</sub>3:** Marital status has no significant impact on the perceived importance of employer branding & organisational attractiveness in attracting the new talent.

**H<sub>0</sub>4:** Qualification of employee has no significant impact on the perceived importance of employer branding & organisational attractiveness in attracting the new talent.

**H<sub>0</sub>5:** Designation has no significant impact on the perceived importance of employer branding & organisational attractiveness in attracting the new talent.

## RESEARCH METHODOLOGY

The study is based on qualitative and quantitative research which aimed to assess the role of employer branding and organisation's attractiveness. The research is exploratory cum descriptive in nature. Descriptive research method is used to define the characteristic of population and to know the role of employer branding and organisation's attractiveness in talent acquisition & retention. Exploratory research used to explore the components, which are most important for employer branding.

**Sample:** The study was conducted at all levels

(Senior, Middle & Lower level employee) across India. The sample size was taken as 130. But out of them 30 were refused to participate in the survey because of incomplete or wrong information. So the total 100 responses were taken for the study. The survey was done through online questionnaire. The questionnaire has 3 parts, first demographic details, second consist of 19 variables (reasons of joining an organisation) and the third part contains 19 variables that must be present in an organisation for retention. These 19 variables of attraction & retention were kept same. In the study, responses from respondents were collected, coded and tabulated in SPSS 16.0. For analyzing the data both simple and advanced statistical tools have been used. Advanced tools like Factor Analysis, K Independent samples tests (data was from convenience sampling and not normally distributed), compare means and Post hoc Test using LSD method were used for hypothesis testing. In post hoc test, the socio-demographic variables (Age and Designation) were kept as independent variables and factors of employer branding & organisation's attractiveness were considered as dependent variables. The significance value was taken 5% (0.05).

**Demographic Profile of Sample:** 78% of the total respondents were male and rest were female; 73% of the respondents were below 30 years of age, 18% were between 30 to 40 years, 6% were of 41-50 years and rest were above 50 years of age group. 32% of the total respondents were married, 76% of the respondents were post graduate and rest was graduates. 25% of them working at lower managerial level, 56% were on middle management and rest 19% were on top level designations.

## DATA ANALYSIS

### Role of Employer Branding & Organisational attractiveness in attracting new talent

Table 1 clearly shows that the most preferred factors by the employees. According to the study it is found that following factors help Employer to attract the potential employee. These factors create an Employer brand as well as generate attractiveness towards an

Table 1: Employees' Reasons of Joining an Organisation

S. No.	Statement	Most Important	Somewhat Important	Least Important
1.	Brand Image	54%	45%	1%
2.	Employer reputation	65%	34%	1%
3.	Organisation's goodwill	69%	29%	2%
4.	The company website gives proper details about company's product & services, board of director, work culture, achievement, testimonials and others.	53%	40%	7%
5.	Reputation and Active presence of company & its employee on Social Networking sites	28%	46%	26%
6.	<b>Competitive Salary as per Market</b>	<b>84%</b>	16%	0%
7.	<b>Availability of Job Security</b>	<b>75%</b>	20%	5%
8.	Positive Word of Mouth by existing employees	39%	49%	12%
9.	<b>Company provide detailed information about Job roles &amp; responsibility</b>	<b>78%</b>	19%	3%
10.	Organisation Induction Process	45%	40%	15%
11.	<b>Career Growth Opportunity</b>	<b>95%</b>	4%	1%
12.	Fixed work schedule	28%	47%	25%
13.	Company past performance	35%	59%	6%
14.	Industry/ Sector Image	46%	48%	6%
15.	Transparency at the time of initial recruitment process	68%	29%	3%
16.	Global exposure	65%	33%	2%
17.	Defined clear Goals & Objective of company	65%	31%	4%
18.	CSR activities	28%	36%	36%
19.	<b>Work Environment</b>	<b>78%</b>	18%	2%

organisation. By focusing on these factors an employer can easily get success in attraction of new talent and retention of employees. The most preferred attraction factors for employees were career growth opportunity, competitive salary as per market, company provide detailed information about job roles & responsibility, work environment, and availability of job security.

#### **Factors of employer branding & organisational attractiveness to attract the new talent:**

Data analysis was done through data reduction technique as 19 variables of employer branding & organisational attractiveness were present in questionnaire for the research.

#### **5.2.1 Factor Analysis of Variables: The KMO**

value found (0.695) is indicative of a data set considered to be highly desirable for factor analysis. The result of Bartlett's sphericity test (Approx. Chi-square 421.761, df 171, p 0.000) implies that the data are approximately multivariate normal and acceptable for factor analysis. In factor analysis, a rotation procedure is commonly applied which maximizes the correlations of item on a factor. Principal Component analysis was used for extracting factors and six factors were retained depending on Eigen values and variance explained. The solution of factor analysis gave six factors, which explained 59.905% of the total variance. The results were obtained through orthogonal rotations with Varimax method and all the factor loadings greater than 0.40 were retained.

**Table 2: Factor Analysis of Variables of Employer Branding**

F. No.	Name of Dimension	Variable Loading	Factor Alpha	Cronbach
F 1	Company Image	Career Growth Opportunity	.684	.570
		Employer reputation	.669	
		Brand Image	.664	
		Organisation's goodwill	.641	
		Work Environment	.542	
F 2	Company Performance	Industry/ Sector Image	.765	.672
		Company past performance	.689	
		CSR Activities	.510	
F 3	Online Information	Reputation and Active presence of company & its employee on Social Networking sites	.806	.507
		The company website gives proper details about company's product & services, board of director, work culture, achievement, testimonials and others.	.589	
F 4	Job & Role Clarity	Company provide detailed information about Job roles & responsibility	.711	.560
		Organisation Induction Process	.684	
		Transparency at the time of initial recruitment process	.606	
F 5	Work Environment	Positive Word of Mouth by existing employees	.829	.569
		Fixed work schedule	.674	
F 6	Competitive platform	Availability of Job Security	.761	.386
		Global exposure	.560	
		Defined clear Goals & Objective of company	.405	
		Competitive Salary as per Market	.348	

**5.2.2 Naming of Factors:** Table 2 clearly depicts that Factor 1 is linear combination of variable number 2,11,1,3, and 9 (=0.570). Factor 2 is linear combination of variable number 14, 13, 18 (=0.672). Factor 3 is linear combination of variable number 5 and 4 (=0.507). Factor 4 is the linear combination of variable number 10, 9, and 15 (=0.560). The factor 5 is the linear combination of variable number 8 and 12 (=0.569). The factor 6 is the linear combination of variable number 6, 7, 16, and 17 (=0.386 or 0.4). All the factors have been given appropriate names according to the variables that have been loaded on each factor.

**F1 (Company Image):** The rotated matrix has

found that respondents have perceived this factor to be the most important factor containing major constraints that should get proper consideration from management. This factor contributes the highest explained variance of 11.675 %. Five out of Nineteen variables came under this factor. Researcher has named this factor as Company Image as it consist Employee Reputation, Brand Image, Career Growth Opportunity, Organisation's Goodwill, Work Environment.

**F2 (Company Performance):** It has been found that respondents have perceived this factor to be the second most important factor with explained variance of 10.779 %. This is the

second major factor having three types of variables. Researcher has named this factor as Company Performance as it consist Industry/ Sector Image, Company Past Performance, CSR Activities.

**F3 (Online Information):** This is the next important factor with explained variance of 10.099%. Two types of constraints were loaded on to this factor i.e. Reputation and Active presence of company & its employee on Social Networking sites and The company website gives proper details about company's product & services, board of director, work culture, achievement, testimonials and others.

**F4 (Job & Role Clarity):** This is the next important factor second having 10.013% of the variance. The variables are: Company provides detailed information about Job roles & responsibility, Organisation Induction Process, Transparency at the time of initial recruitment process.

**F5 (Work Environment):** This is the second last factor with variance of 9.210%. The factor consisted only two variable i.e. Word of Mouth, Fixed work schedule.

**F6 (Competitive/Globalized Platform):** This is the last factor with variance of 8.152%. The factor consisted four variable i.e. Competitive Salaries as per Market, Availability of Job Security, Global exposure, defined clear Goals & Objective of company.

### Hypotheses Testing

Hypotheses testing were done through Non-parametric K-Independent Sample Test to determine whether the factors were influenced by various demographic profiles of employees or not. Significance value less than 0.05 indicated the existence of some relationship between the independent (demographic variable) and dependent variables (factors). In depth analysis was done through Post hoc Analysis by Multiple Comparisons using LSD Method and Compare Mean.

**Table 3: Impact of Employees' Demographic Variables on their Perceived Importance of Factors of Employer Branding & Organisational Attractiveness in Attracting the New Talent**

Factors vs. Demographic Profile of respondents (K Independent test)	Age		Gender		Marital Status		Qualification		Designation	
	F Value	Sig. Level	F Value	Sig. Level	F Value	Sig. Level	F Value	Sig. Level	F Value	Sig. Level
Company Image	2.947	.037	2.531	.115	.935	.336	4.358	0.39	1.093	.339
Company Performance	1.950	.127	2.034	.157	0.15	.904	.343	.559	4.689	.011
online information	1.940	.128	.098	.755	.959	.330	.000	.987	1.516	.225
job & role clarity	.023	.995	.603	.439	.338	.562	.333	.565	2.144	.123
Work Environment	3.108	.030	10.979	.001	7.395	0.08	.201	.655	.276	.759
Competitive platform	2.449	.068	.193	.661	.940	.335	1.738	.191	.327	.722

**H<sub>0</sub>1:** Age of the respondent has no significant impact on the perceived importance of employer branding & organisational attractiveness in attracting the new talent.

H<sub>0</sub>1 is partially rejected because the F value for all the factors was not significant (Sig. Value > 0.05) except for the two factors namely Company Image and Work environment. For

the factor Company Image, the F value was 2.947; significant at 0.037 and for Work environment, the F value was 3.108; significant at 0.030. This represented that age has significant impact on these two factors means the perceived importance of these factors are not same for all age groups (Table 3). Post Hoc test using LSD method shown that there is difference between the preferences of respondent whose age is

below 30 years and above 50 years and rest of respondent having similar kind of preferences for both factors company image and work environment. The people age below 30 years are more concerned with company image and work environment as compare to other group of people. But company image and work environment are not attracting the people age above 50 years. Hence if an organisation wants to attract the people with age below 30 years then they should focus on these two factors company image (Employee Reputation, Brand Image, Career Growth Opportunity, Organisation's Goodwill, and Work Environment) and work environment (Word of Mouth, Fixed work schedule).

**Company Image:** The employees of age below 30 years tend to give more preference to the reputation of employee, brand image, career growth opportunity in the company, how much goodwill an organisation having, and the work culture as compare to the people (age above 50 years). These factors would not be able to attract the people of age above 50 years.

**Work Environment:** The people with age below 30 years are more convinced with the positive word of mouth of their friend, family or existing employee of an organisation but they do not attract more from fixed work schedule. Word of Mouth do not help much to attracting the people of age above 50 years but these people are more attracted towards fixed work schedule.

**H<sub>0</sub>2:** Gender has no significant impact on the perceived importance of factors of employer branding & organisational attractiveness in attracting the new talent.

H<sub>0</sub>2 is partially rejected because the F value for all the factors was not significant (Sig. Value > 0.05) except for 'Work environment'. For the factor Work environment, the F value was 10.979; significant at 0.001. This represented that the perceived importance of work environment is not same for both genders (Table 3). In depth analysis using compare means shown that females have different preference with work environment. The negative mean value of -.6094807 shows that females do not want fixed work schedule and are not affected by word of mouth as of their counterparts (Mean Value = .1677192).

**H<sub>0</sub>3:** Marital status has no significant impact on the perceived importance of factors of employer branding & organisational attractiveness in attracting the new talent.

H<sub>0</sub>3 is partially rejected because the F value for all the factors was not significant (Sig. Value > 0.05) except for 'Work environment'. For the factor Work environment, the F value was 7.395; significant at 0.08 which shows that married or unmarried people both perceive these factors differently. In depth analysis using compare mean represented that married employees (mean = -.3755429) gave less preference to work environment in comparison to unmarried employees (mean = .1849689).

**H<sub>0</sub>4:** Qualification of employee has no significant impact on the perceived importance of factors of employer branding & organisational attractiveness in attracting the new talent.

H<sub>0</sub>4 is also partially rejected because the F value for all the factors was not significant (Sig. Value > 0.05) except for 'company Image'. For the factor company image, the F value was 4.358; significant at .39 which shows that post-graduates and graduates have different consideration for this factor while joining any company. The factor consists of variables like the company website gives proper details about company's product & services, board of director, work culture, achievement, testimonials & others and reputation and active presence of company & its employee on Social Networking sites. Further analysis done by using compare means shown that Postgraduates/masters (mean = -.1375342) are not influenced with what is written on company websites or other social networking sites, as compared to Graduates (mean = .3327293).

**H<sub>0</sub>5:** Designation has no significant impact on the perceived importance of factors of employer branding & organisational attractiveness in attracting the new talent.

H<sub>0</sub>5 is also partially rejected because the F value for all the factors was not significant (Sig. Value > 0.05) except for 'company performance'. For the factor company image, the F value was 4.689; significant at .011 which shows that employees at different designations have different priority for the Company performance while joining any company. In depth analysis

using post hoc test shown that, there is more difference between the preferences of lower level employees and both (middle and senior) level employees. Lower level employees do not give more preferences to the industry image, the past performance of organisation and CSR activities done by an organisation as compare to middle level and senior level employees, they give more preference to these factors at the time of selecting an organisation.

### **Analyzing the role of employer branding & organisation's attractiveness in retaining the existing employee:**

Table 4 represents the variables that are required in an organisation to retain its existing employees. Respondent were asked to choose five factors which they think are most important and must be present in the company to retain them according to their preferences.

**Table 4: Variables of Importance Required for Employee Retention**

S.No.	Factors affecting the retention	Responses of respondent in Percentage
1	<b>Brand Image</b>	47%
2	Employer reputation	33%
3	Organisation's goodwill	41%
4	The company website gives proper details about company's product & services, board of director, work culture, achievement, testimonials and others.	11%
5	Reputation and Active presence of company & its employee on Social Networking sites	5%
6	<b>Competitive Salary as per Market</b>	80%
7	<b>Availability of Job Security</b>	54%
8	Positive Word of Mouth by existing employees	8%
9	Company provide detailed information about Job roles & responsibility	14%
10	Organisation Induction Process	5%
11	<b>Career Growth Opportunity</b>	72%
12	Fixed work schedule	6%
13	Company past performance	5%
14	Industry/ Sector Image	10%
15	Transparency at the time of initial recruitment process	12%
16	Global exposure	26%
17	Defined clear Goals & Objective of company	17%
18	CSR activities	3%
19	<b>Work Environment</b>	48%

According to the survey; 80% of the respondents preferred to the Salary, which means they are more attracted to competitive salary as per market, 72% respondents preferred Career growth opportunity, 54% respondent preferred Job security, 48% respondent wants better Work Environment for work and 47% respondents give preference to Brand Image.

Hence, if an organisation wants to retain its employees, then it should focus on these five

factors, which are most important factors for retention. In today's era, everyone wants competitive salary, career growth opportunity, job security, best work culture and image of a brand in the market.

### **CONCLUSION**

As brands are always preferred by customers, similarly employees also get attracted through employer branding. Hence through branding,

employer can increase the probability of being chosen by employees. In order to achieve the goal, an employer must understand what its current employees and prospective employees look for. The objective of the study was to know the important variables of employer branding and organisation attractiveness that affect the employees at the time of talent acquisition and retention.

This study has shown that employer branding can be affected by six factors i.e. company image, company past performance, information shared by company, work environment, clarity of job role and competitive platform. The result

of study was not surprising as employees do not actually give much value to the company's past performance, goodwill, the information shared by employer, others opinion about company, and CSR activities done by company. They prefer high salary in comparison to what prevails in market, better work culture/ environment, security of their job, career growth opportunity, and clear information regarding job roles & responsibility and most important Brand Image. These are the common factors which affect talent acquisition and retention both and an employer must improve few of them if all are not possible to have talented and loyal employees.

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