

IMPACT OF EMPLOYER BRANDING ON EMPLOYEE ATTRACTION AND RETENTION

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Abstract: *The prime purpose of this study was to understand what is perceived as employer branding and how employer branding influences talent attraction and retention in the IT industry. When employees join or apply to an organisation, they always look for a unique set of benefits (Employee Value Proposition or EVP) and the brand, apart from the compensation and rewards offered. Employer branding helps organisations in spending less on recruiting and retaining quality employees. Considering the growing importance of employer branding, existing research on the subject covering similar concepts/topics is not extensive – and is majorly confined to marketing literatures. Data were collected and analysed both quantitatively and qualitatively. For quantitative analysis, a suitable survey questionnaire was floated, containing 16 questions spanning the critical areas discussed in the paper, to employees of different IT sector firms, and a few other companies in the metropolitan as well as other cities in India. For qualitative analysis, a few in-depth interviews were conducted with a select set of employees – primarily from various IT sector companies. So, the study was a nested complimentary mixed method study. This research will be useful to HR executives in general, and to those working for IT companies in particular.*

Keywords: *Employee Retention, Employer Branding, Talent Acquisition, Employee Attraction*

INTRODUCTION

Recruiting people for an organisation is not only about getting people on board, but also about attracting the right talent. Talented people are obviously advantageous for an organisation since the talent of the workforce can often be the difference between the success and failure of a company. Organisations possessing the perfect fit of talent may flourish, if they motivate the employees to develop proficiency, and amplify their competencies and capabilities. It can also be said that talent management starts with recruiting and selecting the right talent, with the right skills, for the right positions in the organisation, and then nurturing them with the required skills, tools, and technologies to enhance their productivity and performance, building a strong employer branding to retain them in the organisation, and focusing on leadership development and succession planning to create a structured and futuristic workforce planning model. In the recent years, the talent management space has witnessed metamorphic changes due to constantly evolving innovation and technology, globalisation, frequent organisational reforms, the growing need to identify and select the right talent, and so on. The ‘talent war’ has become more intense

than ever before. These factors have prompted employers to transform their strategy for screening, attracting, motivating, and retaining employees.

People always try to work in reputed organisations, and hence, to attract and retain people with the right talent, an organisation has to become the employer of choice for such employees. In addition to the above, employees seek to work in an organisation which has a higher talent management maturity level across various solutions, such as talent acquisition, learning and development, performance management system, succession planning, and leadership development. This is why organisations are increasingly using employer branding as an important tool to attract and retain employees in a competitive recruitment environment. Employer branding is believed to go a long way towards satisfying the employees who are becoming increasingly demanding, by incorporating all the above factors in human resource management to enhance employee performance and simultaneously reduce compensation costs. People will always be attracted more towards an organisation with a positive employer image than a negative one. So it is advisable for organisations with a negative image to work on their employer branding strategy and to effectively

communicate the positive image to the potential employees in the market, as well as to the existing employees in the organisation.

Employer branding is the sum total of the market offerings by organisations to their prospective and existing employees, and also includes effectively communicating the same to the target employees and promoting their loyalty, both within and outside the organisation, with a view to making the organisation different and desirable as an employer (Backhaus & Tikoo, 2004). Employer branding is one of the best tools for both managers and scholars. Leaders and managers can use employer branding as a weapon with which they can channelise various employee hiring strategies and retention activities into a coordinated people-management strategy. Accordingly, organisations need to have a control over their brand power, to inspire and engage their employees in various ways, to achieve change and increase productivity, as well as to promote employee attraction and retention. A strong competitive compensation and remuneration structure has traditionally been the main component of employer branding; however, according to a recent survey, various psychological factors such as mental well-being, work-life balance, work ambience (Tanwar & Prasad, 2016), and more flexible work arrangements (Hagel, 2012) are increasing in significance for employees. These days, organisations are designing their EVPs in such a way that they can offer unique propositions that revolve around work-life balance factors, motivating and inspiring work atmospheres, and flexible work arrangements, to their employees.

Employer branding overcomes many concurrent obstacles for organisations. People's reviews about their professional life, professional experience, and employers are nowadays extremely important, as they provide a framework for potential new partnerships with fresh joiners. Word of mouth is still the most effective way of marketing. When the current employees of an organisation are satisfied with the culture, work environment, and work-life balance, they will circulate their opinions in society, which will help in augmenting the branding of an organisation. As a result, a company's strategy for restructuring, defining, and communicating a brand or image that attracts or retains employees – known as employer branding – is critical to its future and reputation. The activities and tactics used by the company, or instilled in the company's working culture, to acquire the smartest talent are the distinguishing characteristics between a successful and an unsuccessful business (Cheese, Thomas & Craig, 2007; Crous, 2007; Michaels, Handfield-Jones & Axelrod, 2001; Minchington, 2006).

The unprecedented COVID-19 pandemic has demonstrated how important motivated, loyal, and engaged employees can

be for an organisation. Due to the recent crisis, the turnover, as well as attrition rate has increased in every sector. This is primarily because of the losses that the companies have suffered, and also the lower productivity of unmotivated or unenthusiastic employees. Employees get demotivated or try switching to other companies if they feel that they are not being valued in their organisations or if they are not getting intangible benefits from the organisation for the value they are adding to the organisation's success. This reflects on the brand or goodwill that an organisation carries. Reports show that organisations with a positive image in the market have flourished even during this crisis period. So, every organisation should try to work on their personnel management policy and branding policy, to be in a state of readiness for facing similar crisis in the future. Employer branding not only helps in retaining the top talent in the organisation, it also helps in attracting the best possible talent pool for the organisation when it goes for recruitment. People always try to switch to an organisation which has brand value, and which will earn them name and fame in the market. People in the latter half of their working life typically try to settle in a company which has a strong employer branding attached to its name. In other words, people in the second half of their career normally prefer to stick to organisations which have provided them with strong job satisfaction, proper work-life balance, flexibility, respect, and a proper working environment.

Literature review and all the secondary research papers indicate that employer branding has a positive correlation with the organisation's progress as a whole. The focus is mainly on making the organisation attractive or the 'employer of choice', to attract or bring the best possible talent to the organisation. In many papers, it has been demonstrated how employer branding helps in retaining the best talent in an organisation. Employer branding has been used as a strategic tool to attract top talent towards the organisation and to retain them, and yet, there is further scope for examining the way employer branding works, and what interventions, strategies, and methods should be used to achieve the objective. In addition, the relationship among talent management techniques, employer branding, and how it is linked to staff loyalty (retention) has not been investigated in depth. To resolve some of these issues, it is necessary to understand and appreciate employer branding in conjunction with talent attraction and retention, and how it plays an important role in the overall employment experience, how it reduces employee turnover, and how these characteristics are interconnected. The subject assumes greater importance in the context of the ongoing pandemic situation that has severely impacted the economy, and hence, the issue of employer branding has assumed even greater significance and relevance in the present times.

This area has great appeal and potential for research, and through this paper, an attempt has been made to analyse the existing relevant literature and how the abovementioned gaps can be bridged. Data was collected using an empirical methodology, with responses from employees in the IT sector and a few other industries across India, and then analysed using inferential statistical methods to see how employer branding affects talent attraction and retention. Further, a few telephonic interviews were conducted with IT employees from different IT organisations, in addition to responses to the survey questionnaire, to get in-depth insights. The qualitative responses have also been analysed to validate the results of the quantitative data. The last section consists of results and discussion, limitations, and further scope for research related to this topic. By using the findings of this paper, organisations can implement effective employer branding strategies and activities.

LITERATURE REVIEW

According to a study, “Employer branding can be used as a strategic tool to attract the right talent to the organisation and retain the existing employees in the organisation if perceived positively which can in turn reduce the compensation, rewards and direct cost” (Bussin & Mouton, 2019).

Another study concludes, “Employer branding is a fast-emerging strategic tool not only to attract potential talents but also to the existing employees that the value proposition of the current employer supersedes their competitors and managing it effectively can help in reducing the operating costs that come from human resources costs. It is important to understand that margin enhancement actually starts with human resource attraction and retention strategy, which is, inevitably, employer branding” (Sorko, 2012).

An observation made in another paper conclusively states, “Employer branding influences employee attraction and retention. Market value and social value determine the employee attraction, whereas talent management, career development and image determine employee retention” (Haque, Khan & Ahmed, 2020).

Yet another study focuses on the alignment between employer branding and business strategy. In addition to these aspects, employers considered their EVP benefits as unique and differentiating factors that contribute towards a stronger and successful employer brand. Further, the emotional drivers, that is, non-monetary EVPs such as work-life balance factors, work flexibility, and so on, have a greater impact on employees than rational drivers like monetary EVPs (compensation and rewards). “Employee retention intentions are focused towards the employee’s well-being which will

give job satisfaction, whereas the employee attraction ones are directed towards the candidate’s perception which will create the buzz around the employees” (Gregorka, Silva & Silva, 2020).

Another paper observes, “A study shows the simultaneous role of employer branding in employee attraction and retention and shows how each element of employer branding can be developed at an organisational level holistically. By collaborating the human resource management (HRM) and marketing literatures, the framework recognises the interactive nature of the employment relationship between employees (potential and existing) and employers beginning in the recruitment phase and continuing throughout the employment contract” (Alshathry, Clarke & Goodman, 2017).

One paper explains how the combination of employer branding and market segmentation would help a firm be more efficient and effective in attracting, retaining, and motivating both current and potential employees. “Hence it is important to have a proper workforce planning module which analyses the current as well as the future workforce and contains employer branding strategies to attract the best talents in the market towards the organisation” (Lara & Uncles, 2009).

According to another study, employer branding helps in talent acquisition, not to get only the perfect job fit for an organisation, but also to retain the employee in the long run, which cuts down the human resource cost. The paper conclusively proved that the cost of a bad hire is far too much, which can affect the organisation in the long run (Rana & Sharma, 2018).

Another study concludes, “Employer branding focuses to build a strong employer brand which will positively affect business productivity and performance and strong employer branding will create brand equity with the positive outcome of increased employee loyalty which will lead to employee retention in the organisation”. “Employer branding is used as a retention tool to increase employee job satisfaction and engagement, which communicates the organisational culture and improves it, and enhances the expectations of responsibilities between the employer and employee, the psychological contract.” “Employer branding has the power to modify ‘psychological contract’, leading to lower turnover” (Suikkanen, 2010).

It is also believed, “Employer branding in the context of recruitment is the package of psychological, economic, and functional benefits that potential employees associate with employment in a particular company. The effectiveness of a brand signal to potential employees is dependent on the

credibility, and associated investments in the employer brand” (Wilden, Gudergan & Lings, 2010).

Stressing the importance of CSR activities as part of the branding strategy, according to a study by Michelotti, Hudson and Jin (2018), “Communicating effectively about the CSR activities in the job advertisement, presenting CSR activities on the organisation’s overview section can increase the brand awareness of the organisation, which will indirectly help in attracting and retaining the best talent for the organisation. As today’s organisations are inclined towards Gen-Z or millennials, communicating effectively about the CSR activities in the job advertisements, presenting CSR activities on the organisation’s overview section and in the portal, and incorporating CSR activities in the organisation’s mission and value statements will help in attracting the potential candidates towards the organisation.”

Research shows that employer branding has a positive influence on talent attraction and retention, which in turn increases the productivity of the employees and the company. The focus is mainly on how to make the employer attractive or the ‘employer of choice’, to attract the best available talent to the workforce. Employer branding has been used as a strategic tool to attract the best talent towards the organisation and to retain the top talent in the organisation; yet, the way employer branding works and what interventions, strategies, and methods are used are commonly left abstruse. More than that, the relationship between the talent management technique, employer branding, and how it is linked to staff loyalty (retention) is not clear. These are some of the issues that demand further research. To address these aspects, it is imperative to understand employer branding, talent attraction and retention, how it affects the employment experience, how it reduces turnover, and how these characteristics are inter-related, in detail. Finally, the important context is the fact that the economy is on a brink due to the pandemic; thus, issues related to HR are even more relevant during these difficult times. Understanding these factors is pivotal in designing appropriate interventions to effectively improve employer branding and promoting positive employee behaviour. Applying these strategies in the business activities can help organisations handle similar difficult times in the future.

Employer branding helps an organisation in attracting and retaining the right talent, especially during a time of crisis. In the prior studies as well, employer branding has been accorded great importance and relevance; however, with the rapid changes in many sectors due to the COVID-19 pandemic, the importance of employer branding has grown manifold. This study aims to bridge the gaps that have been newly created in 2020, and should be useful primarily for the IT sector in the event of any similar pandemic hit or

any other disruption in business activities in the future. The results can easily be extrapolated to apply the concept to other sectors as well.

METHODOLOGY

Conceptual Model

The previous studies showed that employer branding has a positive influence on talent attraction and talent retention. In the IT sector, employees are more attracted towards a company which has a positive brand image in the market. In every sector, employees are more attracted towards the employer if they are satisfied with the workplace. Accordingly, the three hypotheses, enumerated later, were framed, and investigated primarily in the context of the IT sector, but is equally applicable to some other sectors as well.

The topic was planned to be analysed both quantitatively and qualitatively. For quantitative analysis, a survey questionnaire was prepared containing 16 questions spanning across all the critical areas that were intended to be discussed in this paper. Junior, middle, and senior level employees from various sectors in India were covered. The target group was a diverse one in terms of age, demography, gender, experience, and educational qualification. The questionnaire was floated to a wide cross-section of potential respondents, by way of a Google Form.

For qualitative analysis, in-depth interviews were conducted with a few select respondents, mostly from various IT sector companies, chosen out of the large group of respondents to the questionnaire. Before conducting the interviews, information about the research topic was provided and their signed consent for participation taken. In-depth interviews were conducted in person, telephonically, or through video calls, as per convenience, to gather a detailed insight into what they feel about employer branding, how happy they are about their organisation, and what they seek when they look to switch jobs.

Quantitative Research

An online survey form – Google Form – containing questions covering the critical areas in this subject was sent to a cross-section of employees from diverse backgrounds. They were asked to answer questions on a Likert scale of 1 to 5. The responses were subjected to regression analysis (Pearson’s Correlation Matrix), and multiple regression analysis, to examine the correlation between different characteristics.

Qualitative Research

In-depth structured interviews were conducted with 15 respondents, to determine the perception of employees about employer branding. The conversation was transcribed to zero in on the important themes emerging in the qualitative results. Salient points gathered from the transcript were grouped to ascertain the main touch-points; percentage of people agreeing to different touch-points were computed to get a general idea of how the employees perceived the concept of employer branding.

Questions for Interviews (Qualitative Research)

The project aimed at investigating the impact of employer branding on talent retention and recruitment in various industries, to fill the research gaps mentioned earlier. The impact of employer choice during the time of crisis was the focus of our study. Qualitative data was collected through in-depth interviews – mostly over phone calls – which lasted for 15 to 30 minutes.

The following questions were posed to the respondents during the interviews:

Question 1: What is the impact of employer branding on talent attraction?

Question 2: What is the impact of employer branding on talent retention?

Question 3: What are the organisational factors involved in the relationship between employer branding and employee engagement/satisfaction?

Question 4: What are the employer characteristics that improve the branding of the organisation?

SAMPLE SELECTION

Sample size included people working in different sectors like Information technology (IT), banking, manufacturing, fashion, healthcare, finance, manufacturing, and textiles. While collecting the data, it was ensured that data was gathered not only from different regions in India, but also covered respondents residing in metro cities, rural areas, and tier 2 and tier 3 cities. Quantitative data was collected using a standardised questionnaire on Google Form (Appendix 1). Responses were sought on a five-point Likert scale, 1 being strongly disagree and 5 being strongly agree. The 16 questions were divided into six broad groups, viz. employer's culture, supportive work culture, employer's

image, wealth and benefits, job attributes, and job satisfaction.

Participants were approached personally and requested to fill the Google Form honestly, as it is difficult to get unbiased responses in a virtual set-up. Anonymity of identities was assured to all respondents prior to data collection, and for telephonic interviews, consent was also obtained from the participants.

Participants for interviews were selected out of the Google Form respondents, based on personal contact, keeping in mind their diversity – such as gender, age, and work experience. While selecting participants for interviews, it was ensured that they belonged to different categories, like employees sticking to the same company, employees switching companies every single year, and employees who had taken a sabbatical and were planning to return to the same organisation. The main motive behind targeting different types of people was to develop a better understanding of the reasons that help them in making decisions regarding continuing with an organisation or switching. A total of 15 participants, most of them working in the IT sector, were interviewed, whereas 151 responses were obtained through the Google Form survey questionnaire.

Survey responses collected online tend to be associated with some bias, due to self-reporting. Hence, during in-depth interviews, the validity of the responses was further assessed using structured questions. The questions were open-ended to know more about the sector and organisations, and the factors that attract an employee towards an organisation or encourage them to continue in an organisation. In-depth questions were asked regarding the employer branding factors that led to job satisfaction and factors that they looked for while switching jobs.

Microsoft Excel was used for performing data analysis. The demographic information about the respondents (sought through the initial questions – age, gender, educational qualification, marital status, industry/sector, work experience, and so on) was analysed and converted to graphs to provide an overall idea to the people reading the paper. The responses obtained for the standardised questionnaire containing 16 questions were coded according to the Likert scale. The questions were divided into six broad groups and the mean scores were calculated for each group. For example, two questions were used for measuring wealth and benefits. The mean of the score of the survey for the two items was taken as the overall score for wealth and benefits. A similar procedure was carried out for other factors as well. Scatter plots, regression analysis, and correlation analysis were carried out to determine the relationship among different groups. A higher value of regression co-efficient

(R-squared) was considered as a good fit for the linear regression line. Lower value of P signified the validity of the result.

Hypotheses

Hypothesis 1: Employer branding has a positive correlation with talent attraction and retention.

Hypothesis 2: Employee satisfaction and motivation have a positive correlation with employee attraction and retention.

RESULTS AND ANALYSIS

Information about Participants

The demographic information about the study participants were tabulated and analysed as follows. A diverse sample set was included in the study. Diversity ratio such as age, gender, and work experience were given utmost importance.

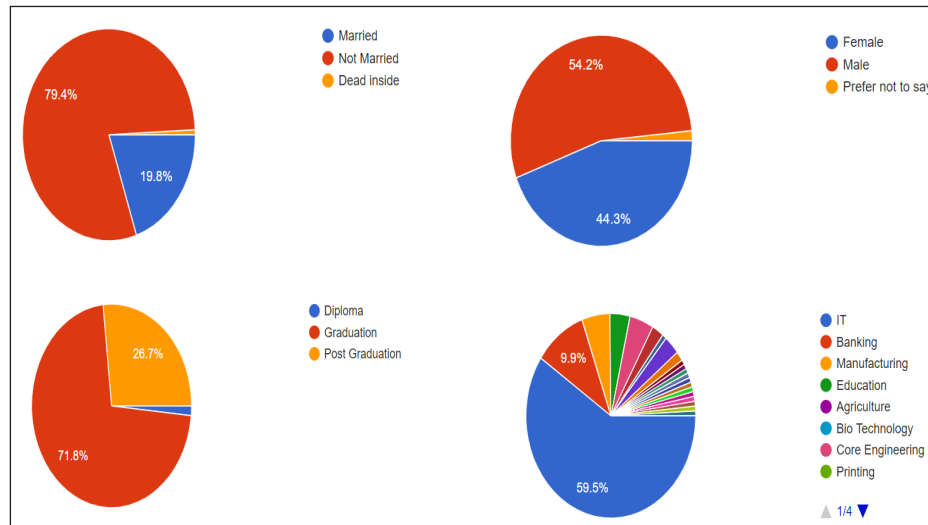


Fig. 1

Qualitative Analysis of In-Depth Interviews

The in-depth interviews provided information about how employer branding helps an organisation attract and retain employees. The inputs received gave detailed information about what attracts the employees towards an organisation, and what employees really like getting from the organisation, which will discourage them from leaving it. In addition to that, it also gave inputs about what an employee seeks in a new organisation while switching, and the factors that lead to job satisfaction.

Employer's Culture

Employer's culture was found to be very critical for an employee to apply to an organisation and to refrain from switching. Employees from the IT, banking, and education sectors expressed satisfaction regarding the type of culture prevalent in their organisation. Around 13 out of 15 people responded positively towards employer's culture. About 12 out of 15 said that enough initiatives are taken in their organisation to make the employees feel satisfied and make

them feel at home. Such initiatives include flexi hours, weekly connects, appreciation of innovative ideas, and so on. Around 14 out of 15 people said that they look for employer's culture while switching to a new organisation. About 13 out of 15 people said that post COVID-19, employer's culture has become one of the most important factors that motivates and attracts employees towards an organisation or encourages them to continue in an organisation. Initiatives such as flexi working hours, weekly connects to increase employee engagement, timely recognition of employees' work and innovative ideas, and mental well-being sessions in their respective organisations helped motivate the employees.

Supportive Work Culture

Around two out of 15 people said that their working culture was very supportive and that working with their team members made them feel at home. Three out of 15 people, basically the ones working in sales, felt that the working culture was not supportive; rather, it was very competitive. Around 14 out of 15 said that they need supportive work culture in their organisation and it is a critical factor while choosing an organisation. Around 13 out of 15 people

emphasised that post COVID-19, supportive working culture has become the most important factor while looking for new job opportunities. Many people said that they could always meet the deadlines because of the supportive working culture in their organisation.

Employer's Image

Almost every one said that they give utmost importance to the employer's image, as this adds value to their CV. Employees are least inclined to leave an organisation if it has a good positive image in the market. Many people said that those organisations which had taken initiatives to respect/support employees during the unprecedented times of the COVID-19 pandemic have gained a positive image in the market. Around 11 out of 15 people showed an inclination towards organisations that did not lay off any employees during the hard times.

Wealth and Benefits

For everyone, wealth and benefits matter the most; they first check their pay package before taking any decisions. Around 12 out of 15 people said that they could compromise on almost every other thing, if they have a good package. Three out of 15 people said that wealth and compensation benefits do not matter that much; they are focused more on job satisfaction and employer's culture. The observations made in our study conclusively proved that employees in the second half of their innings give more importance to job satisfaction than wealth benefits.

Job Attributes

Around 13 out of 15 respondents felt that job attributes play an important role while choosing an organisation.

About 12 out of 15 believed that they were happy with their current job attributes. Three out of 15 were not satisfied with the current job attributes, as they would be getting better job attributes in a company to which they are looking to switch. After taking the interviews, sentiment analysis was done. It was found that people below 35 to 40 years of age were more willing to switch organisations to earn more, and at the same time learn different technologies/skills that would help them in the long run. People below 35-40 were quite ambitious and hard-working as they lacked major responsibilities, and their main motive was earning money and learning new things by taking up diverse projects. However, people above 40 were more inclined towards work-life balance and the working culture. People in the latter half of their working life try to gain job satisfaction, as this would help in reducing stress and they can focus on other important things in their life. It was found that people from the IT and manufacturing sectors switch jobs the most, as they have a lot of options. Sectors like education and banking experience lesser switching of jobs, as the options are fewer, and job satisfaction factor is of greater importance.

In addition to the above, job satisfaction and employer branding are relative in nature; it is very dynamic, as it keeps changing from time to time. Hence, an organisation has to regularly review their employer branding strategies from time to time for effecting necessary changes or modifications, to remain competitive in the market. The revised strategies too need to be communicated effectively with the existing as well as potential employees.

Quantitative and Statistical Analysis

For the statistical and quantitative analysis, correlation and regression methods were followed. After the responses were coded into values, the mean value of all six broad domains were calculated.

Table 1: Means of the Constructs under Study

Employer's Culture	Supportive Work Culture	Employer's Image	Wealth and Benefits	Job Attributes	Job Satisfaction
3.79	3.74	3.87	3.46	3.13	3.43

From the table it can be seen that wealth and benefits, job attributes, and job satisfaction have a lower mean value. It appears that wealth and benefits is the most crucial factor, as job attributes and job satisfaction questionnaires were reverse-Likert scaled. The employees are never fully satisfied with the number of rewards they get from the organisation, which forces them to switch or does not

refrain them from switching. In addition to the above, other intrinsic factors such as employer's culture, employer's image, and supportive work culture have a mean value less than 4, which suggests that employees are not fully satisfied with their job and working culture. These factors have become more critical after the COVID-19 pandemic hit the world.

Table 2: Correlation Coefficients of Constructs under Study

	<i>Employer's culture</i>	<i>Supportive work culture</i>	<i>Employer's image</i>	<i>Wealth and benefits</i>	<i>Job attributes</i>	<i>Job Satisfaction</i>	<i>If I received a better job offer from another company, I would take up that job</i>
Employer's culture	1						
Supportive work culture	0.508542138	1					
Employer's image	0.536443646	0.477879996	1				
Wealth and benefits	0.481777477	0.375190463	0.57507226	1			
Job attributes	0.005688496	-0.00060536	0.073160202	0.061504957	1		
Job Satisfaction	0.189052203	0.354403411	0.278002576	0.431701403	0.129882137	1	
If I received a better job offer	-0.122526902	-0.084563857	-0.161762752	-0.351938304	0.183820192	-0.205005948	1

Correlation was carried out among all the possible pairs. For our paper, importance was given to switching to another organisation, and the correlation of this factor with all the other factors were calculated. From the result, it was found that wealth and benefits is highly related to switching organisations. From the table, it was found that it is negatively related to wealth and benefits. Reward can be treated as one of the most crucial factors that determine the attrition ratio. Wealth and benefits can also attract the brightest talent available in the market. Wealth and benefits is followed by job satisfaction, which is -0.2050 . It can be said that if the employees are not satisfied with their current job profile and working culture, they will seek other better opportunities. This has become a new trend, especially after the onset of the pandemic.

When job satisfaction is compared with all other factors, it is found that the employees are satisfied if they receive good rewards. From Table 2, it is obvious that the correlation coefficient between job satisfaction and wealth and rewards is 0.432 , which is the highest. From the table, it can be said that job satisfaction is the least correlated with job attributes, which is only 0.1298 . Job satisfaction is strongly correlated with supportive work culture and employer's image, at 0.3544 and 0.2780 , respectively.

Regression analysis was carried out to find out how closely the factors are related and how important they are in decision-making. The factors taken into consideration were employer's

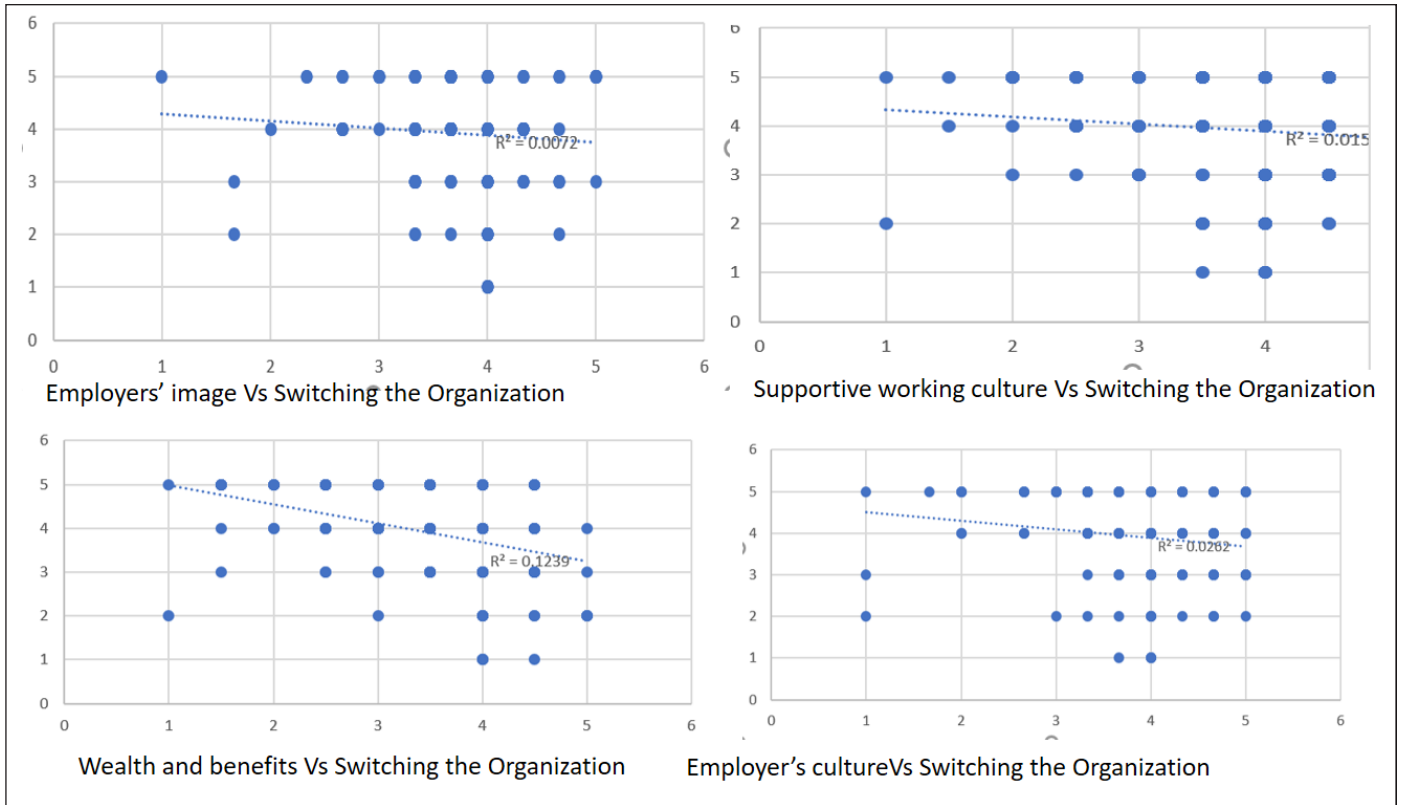
culture, supportive work culture, employer's image, and wealth and benefits. The result showed that the R-squared value is the highest for wealth and benefits. The P-value is very small for the above regression analysis. So, the R-squared value is significant. Wealth and benefits are followed by employer's image. The P-value for all the factors is less than 0.05 , which proves that the results are significant.

Table 3: R-Square for Simple Regression Coefficient for Determining Job Satisfaction

Factors	R square	P-Value
Employer's Culture	0.015	3E-23
Supporting Work culture	0.007	7.53E-16
Employer's Image	0.026	1.89E-22
Wealth and Benefits	0.123	1.25E-34

Scatter Plots

Scatter plots were plotted by taking the dependent variable as switching organisations and independent variables as employers' image, supportive working culture, wealth and benefits, and employer's culture. The trend lines were added to the scatter plot and the R-squared value was calculated for every plot. The result showed wealth and benefits has the highest R-squared value, which emphasised that it is strongly related to the factor switching organisations.



It was found from all the statistical analysis that the factor wealth and benefits plays a crucial role when it comes to switching or applying to a new organisation. The sample collected consisted of people below 35; they want to switch from one organisation to another to earn more and to diversify their experience. Wealth and benefits is followed by the employer's image.

DISCUSSION AND CONCLUSION

In this research paper, the impact of employer branding on employee attraction and retention was investigated. The factors that play an important role while taking a decision were also studied. The quantitative analysis showed that wealth and benefits play a crucial role and is negatively correlated with switching from the current organisation.

This is because everyone wants to accept a good package by switching from one organisation to another. Everyone wants to diversify their experience and knowledge domain, which will help them in the long run.

The qualitative analysis revealed that people below 35–40 are more inclined towards wealth and benefits, and people above 40 are more inclined towards work-life balance and employer's culture and image, and are willing to sometimes compromise with wealth and benefits. It was found that people in the IT and manufacturing sectors switch jobs more often, as they have other options available, whereas switching organisations is much less prevalent in other sectors. Keeping these results in mind, the IT sector should revamp its reward structures to attract and retain the A-players, and at the same time, try to work on the organisational structure to ensure a good employer image.

IMPLICATIONS OF THE STUDY

All the published research papers showed that employees are more attracted towards organisations which have the best employer branding strategies and have a positive image in the market. Employer branding helps organisations in reducing expenditure on talent recruitment and in retaining the best talent in the organisation. This project aimed at determining the effect of a mediator (time of crisis) on employer branding and finding the correlation between employer branding (in unprecedented times) and talent management.

Based on the results, appropriate steps can be taken to tackle similar situations should they occur in the future. Since employer branding is a critical strategy for any organisation, this research paper will hopefully help organisations deal better with this aspect, especially in difficult times. The paper mainly focuses on the IT sector, but the results obtained could be extrapolated and applied to other sectors as well. This paper, in short, aimed to bridge the gap between how employer branding helps organisations attract bright talent in normal situations and what changes should be incorporated into the branding strategies during a time of crisis.

LIMITATIONS

While both qualitative and quantitative data were collected, keeping the confidentiality of the participants in mind, there were a few limitations to this exercise.

The interviews held were mostly telephonic, making it difficult to ensure that the focus of the person being interviewed was on the discussion. Telephonic interviews also limit the advantage of face-to-face interactions, in terms of reading the expressions of respondents, which can provide helpful non-verbal cues. In the survey questionnaire, the total involvement of the respondents filling out the forms cannot be ensured, since there is a common tendency to finish such tasks quickly, preferring speed over the accuracy of answers. And last, but not the least, the sample size in the study could have been larger, which would have perhaps offered more insights into the topic.

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APPENDIX-1

Questionnaire Circulated for Data Collection (Google Form)

Section 1 – Demographics

1. What is your gender?
Male
Female
Prefer not to say
2. What is your age? (Type in the answer)
3. What is your marital status?

- Married
- Not married
- 4. What is your highest educational qualification?
 - Diploma
 - Graduate
 - Post-Graduate
 - Other
- 5. What is your position in your organisation?
 - CEO/Senior Manager
 - Middle Manager
 - Supervisor
 - Non-managerial employee/regular permanent employee

Section 2

The questions covered six different parameters and a five-point Likert scale measure [from strongly disagree (1) to strongly agree (5)] was used to collect the responses.

Employer's Culture

1. My organisation is having a culture that encourages innovation.
2. My organisation is involved in various social activities.

Supportive Work Culture

3. I feel my employer has a sense of loyalty towards me and the other employees.
4. My ideas and suggestions are taken seriously by the management.

5. I have the freedom to use my own judgement in this job.

Employer's Image

6. Most people that I meet are familiar with the name of my organisation.
7. My organisation is perceived to enjoy a positive image in the market.
8. I talk of my organisation to my friends as a great organisation to work for sure.

Wealth and Benefits

9. I am satisfied with my salary and other benefits.
10. All standard facilities and benefits are provided by my organisation – like leave travel allowance, medical insurance/reimbursement, all types of leave, and so on.

Job Attributes

11. There are less growth opportunities in this organisation.
12. My promotion opportunities are equal to my peers in other companies.
13. Work pressure is too high here and the work-life balance is skewed.

Job Satisfaction

14. I look forward to going to work every morning.
15. Most employees in my organisation enjoy their work.
16. If I received a better job offer from another company, I would take up that job.