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A Research Study on Strategic Employer Branding and Its Impact on Talent Management in the IT Industry

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1. INTRODUCTION TO TOPIC

Employer Brand refers to the organization's reputation and the frequency of branding activities in human resources-related practices. Organizational values in consumer-oriented marketing and branding initiatives are reflected in the aspects of recruitment and retention. Another term used to refer to branding initiatives is 'brand image'.

The primary advantage of employer branding is its effectiveness in attracting top talent and maintaining employee loyalty, which are crucial for organizational success.

This is crucial for the development of both the organization and the employees under dynamic conditions and an exciting organizational culture, and not just for the fullest development of the individual. The organizations have to implement recruiting and retaining schemes to remain competitive.
It is important for organizations to develop an organizational culture in which they capitalize on the talent of the employees and make acquisitions and measurements of the talent for meeting their organizational goals.

2. Objective of the study

- To understand the significant factors that influence employer branding
- To examine the influence of employer branding on talent management
- To examine the factors that make employees satisfied with the brand image of their companies

3. LITERATURE REVIEW:

Ambler and Barrow (1996) describe employer branding as creating and conveying an organization’s role as an employer within the marketplace. Essentially, it is the “package” of functional, economic, and psychological benefits associated with employment from a company.

According to Sullivan (2004), employment branding consists of the managed awareness and perceptions of employees, potential employees and stakeholders about a specific organization within the context of a long-term, planned approach for an organization to utilize the employment brand to enhance their recruiting, retention, and productivity efforts by consistently projecting an image of the organization’s management and business practices that make an organization an attractive, 'good place to work.'

According to research done in 2005, Minchington found that "HUL is the most highly sought-after employer once again" (Economic Times, 4 March 2014). In this article, authors Simon Barrow and Tim Ambler describe an employer brand as "all functional, economic, and psychological elements of employment that make up your organization." When considering how to create an employer brand, one way to do so would be through imaging your company as a 'great place to work'; thus creating an image of your organization as a place to work that has many good reasons for employees to remain with the company and has many good reasons for new employees to join." Employer branding is an important way to improve the employer brand of your company.

According to Barrow and Mosley (2005), there are two objectives of employing the concept of employer branding. The first is to create the right image of the organization as an exciting place to work for, and the second is to adjust the processes involved in motivating and engaging employees.

According to Gardner and Levy (2006), a brand is a name, term, sign, symbol, or design (or combination of) that helps identify the products or services offered by a particular seller or group of sellers, and differentiates them from others.

As shown by a survey carried out by Jaewookim and Yo-Chung Yang (2013), there are challenges being faced by manufacturing organizations when trying to attract and retain young employees (age 30 and below). In order to overcome these challenges, the authors made some recommendations on how to encourage this demographic group into the firms by first understanding what needs they require then designing ways of attracting their interest. It was noted that Generation Y is seeking careers that allow them to develop in the long-run, diverse opportunities in one organization, work that gives them a sense of purpose, balanced life between work and non-work related activities, a network of social contacts to enhance open communication, personal growth opportunities, and co-workers that share common values with them. Consequently, if manufacturing firms desire their talent management practices to meet the needs of Generation Y, they need to change their talent management strategies in such a way. Manufacturing firms also considered the issue of lack of skills as one of their problems as revealed by The 17th Annual Global PwC CEO Survey (2014). They indicated that developing skilled employees is among their priority objectives while also realizing that talent strategies would enable them

Kavita D. Chordiya and Itika Sharma Punit (2014) studied attrition causes in the Business Process Outsourcing (BPO) industries. Findings indicate that major factors causing employees to leave include: lack of career advancement opportunities; work-life balance; high levels of work stress; relationship between completed tasks at work and fulfilling obligations outside work; and expectations of receiving high pay.

According to Shilpa (2015), the Engineering Sectors have experienced high attrition rates due to multiple reasons, including insufficient motivation for advancement and upgrading skills; boredom; lack of reward; absence of recognition; lack of career development programs; little opportunity for employee involvement; and lack of adequate training resources.

4.Hypothesis:

Null Hypotheses:
Null Hypothesis: There is no significant difference in satisfaction with the corporate culture.
Alternative Hypothesis: There is significant difference in satisfaction with the corporate culture.
Null Hypothesis: There is no significant difference in satisfaction with salaries and fringe benefits.
Alternative Hypothesis: There are significant differences in satisfaction with salaries and fringe benefits.
Null Hypothesis: There are no significant differences in satisfaction with career development.
Alternative Hypothesis: There are significant differences in satisfaction with career development.

5. Research Methodology: -

Research entails many different kinds of activities that are interrelated, although they can also be carried out concurrently. The primary purpose of such research is usually data gathering as opposed to coming up with fresh ideas or making decisions through an analysis of data. The answers to the queries raised can normally be found in one place.

To examine the impact of strategic employer branding on the performance of talent management processes such as recruitment, retention, and engagement as well as career development, a descriptive-analytical research approach is applied in this study. Existing studies conducted in the field of IT have usually employed surveys and quantifiable approaches to fulfill their goals.

6. Problem statement

The IT sector in Ahmedabad is growing at a very fast pace; however, they face a problem in sourcing competent workers. Because of a high turnover rate and competitive nature of this sector, there is a need to adopt an employer branding strategy to build a positive organizational image to the employees. This will result in increased employee satisfaction and decreased employee turnover. However, there are many organizations in this sector that have failed to adopt an

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employer branding strategy effectively and even do not know about it in terms of talent management practices. Lack of regional specific literature on this issue has resulted in a research gap regarding the impact of strategic employer branding on talent development in the Ivory Coast IT sector of Ahmedabad.

7. Research Gap

1. Employer branding studies have been carried out widely, but there has been no attempt to study the more strategic aspects of branding such as formulation of strategies for branding over a period of time, formulation of EVP, use of digital media, and leader engagement in branding initiatives.

2. Traditionally, employer branding studies have been largely confined to recruitment and retention issues without examining whether employer branding could impact various elements of talent management, including employee development, succession planning, employee engagement, and employee performance management.

8.Sample Size

The data collection methods used to carry out this research were done through primary sources by sending the structured questionnaire via Google Forms to a total of 100 Information Technology workers located around the city of Ahmedabad. The inclusion of data sources secondary in nature like journals, research papers, and other reliable databases was also considered part of the research process, especially concerning the demographic information of the subjects (age, educational background, work experience, and income).

9. Data Analysis:

Analysis & Interpretation

Demographic Variable	**Category**	**Frequency**	**Percent**
Gender	**Male**	**78**	**57.8%**
	Female	**57**	**42.2%**
	Total	**135**	**100.0%**
Age Group	**18–24**	**39**	**28.9%**
	25–34	**66**	**48.9%**
	35–44	**28**	**20.7%**
	45–54	**2**	**1.5%**
	Total	**135**	**100.0%**

- **Cross tabulation of gender and the age group :-**

Cross tabulation of Gender and Age group.

Gender * Age Group Crosstabulation

Count

		Age Group				Total
		18-24	25-34	35-44	45-54	
Gender	Male	19	43	16	0	78
	Female	20	23	12	2	57
Total		39	66	28	2	135

Analysis:

The cross-tabulation below reflects the number of male and female employees within each age range in the work environment. There are 19 male employees in the age range of 18-24, 43 males in the age range of 25-34 and 16 males in the age range of 35-44. Similarly, for females, there are 20 employees in the age range of 18-24, 23 employees in the

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age range of 25-34, 12 employees in the age range of 35-44 and 2 employees in the age range of 45-54. The total employees are 135 in number, making an average of 39, 66, 28 and 2 employees in each age range.

Chi-square test for association between the duration of stay (tenure) in a company = x and work culture (WC) in a company = y.

Ho: There is no statistically significant association between tenure and WC in a company.

Ha: There is a statistically significant association between tenure and WC in a company.

Chi square Test

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.973[a]	16	.950
Likelihood Ratio	9.088	16	.910
Linear-by-Linear Association	1.587	1	.208
N of Valid Cases	135		

a. 15 cells (60.0%) have expected count less than 5. The minimum
The expected count is .02.

Interpretation
As per the output of the Pearson Chi-Square test, the significance value (p=0.950) exceeded the 0.05 level of significance. This led to the acceptance of the null hypothesis (H0), stating that there is no statistically significant correlation between an employee's length of service within the company and his/her culture experience working for that firm.

What factors influenced your perception of your current employer's brand?		
	Frequency	Percent
Competitive Salary and Benefits	23	17.0
Company Culture and Values	39	28.9
Career Growth Opportunities	37	27.4
Work-Life Balance	11	8.1
Employee Recognition Programs	17	12.6
Training and Development Initiatives	8	5.9
Total	135	100.0

Do you feel that our employer brand positively impacts employee morale and engagement?		
	Frequency	Percent
Yes, significantly	47	34.8
Yes, somewhat	82	60.7
No impact	4	3.0
Negatively impacts	2	1.5
Total	135	100.0

Do you believe our employer branding affects the quality and quantity of applicants we receive for job openings?		
	Frequency	Percent
Significantly improves	25	18.5
Somewhat improves	94	69.6
No impact	9	6.7
Somewhat worsens	7	5.2
Total	135	100.0

How do you think a strong employer brand affects employee career development opportunities within our organization?		
	Frequency	Percent
Enhances opportunities significantly	47	34.8
Enhances opportunities somewhat	78	57.8
No impact	5	3.7
Limits opportunities	5	3.7
Total	135	100.0

How do you believe a strong employer brand affects an organization's ability to attract and retain top talent?		
	Frequency	Percent
It significantly helps attract and retain talent	42	31.1
It has a minimal impact on attracting and retaining talent	87	64.4
I am unsure	6	4.4
Total	135	100.0

10.CONCLUSION

A discussion on the present situation regarding the effect of employer branding on talent management within the IT sector can be made clear using the three case studies (Indianic Infotec, Crest Data System, and Operisoft Technologies). These case studies reveal that there are numerous aspects that need to be considered in terms of creating a strong employer brand image that could attract and retain high-caliber employees. Some of these aspects include corporate culture, salary and perks, professional development, work-life balance, and diversity and inclusivity programs.

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