

Major Research Project

**ANALYSIS OF DIFFERENT ASPECTS OF
EMPLOYER BRANDING AND ITS IMPACT ON
TALENT ATTRACTION AND RETENTION**

Submitted By
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CERTIFICATE FROM THE INSTITUTION

This is to certify that Ms. Simran Agarwal roll no. 2K21/DMBA/125 have completed the project titled “ANALYSIS OF DIFFERENT ASPECTS OF EMPLOYER BRANDING AND ITS IMPACT ON TALENT ATTRACTION AND RETENTION” under the guidance of Dr. Deepali Malhotra as a part of Business Administration (MBA) curriculum of Delhi School of Management, New Delhi. This is an original piece of work and has not been submitted elsewhere.

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DECLARATION

I hereby declare that the project report entitled “ANALYSIS OF DIFFERENT ASPECTS OF EMPLOYER BRANDING AND ITS IMPACT ON TALENT ATTRACTION AND RETENTION” submitted by me to Delhi School of Management, DTU in partial fulfilment of the requirement for the award of the degree of Master of Business Administration is a record of bona fide project work carried out by us under the guidance of Dr. Deepali Malhotra.

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EXECUTIVE SUMMARY

The Major Research Project on the topic ‘Analysis of Different Aspects of Employer Branding and Its Impact on Talent Attraction and Retention’ explores the different factors that can contribute to the build-up of an employer brand. Different contributory factors have been explored in the past, however, in the present scenario, limited quantitative research has been carried out in this field, thus there is scope for study in this field and hence this dissertation project has been made.

The outcomes of the research work can help us in understanding which factors need to be taken care of more than others in order to build strong employer branding, also it is necessary to confirm the existence of a relationship in between the factors involved in the study and choosing to join or stay in an organisation due to employer branding.

The factors that impact the employer branding and hence employee attraction and retention can be understood and then accordingly this can be used to work on factors to further enhance the employer brand value.

The project has tried to capture the extent to which the various variables involved in the study are connected to each other, hence assessing the need to focus more on the factors that are more impactful can be understood.

CONTENTS

CHAPTER 1 - INTRODUCTION	1
1.1 Background	1
1.2 Problem Statement	3
1.3 Objectives of Study	3
1.4 Scope of study	3
CHAPTER 2 - LITERATURE REVIEW	4
CHAPTER 3 - RESEARCH METHODOLOGY	6
CHAPTER 4 - DATA ANALYSIS AND INTERPRETATION	7
4.1 Age Classification	7
4.2 Gender	7
4.3 Highest Educational Qualification	8
4.4 Size of the Company	8
4.5 Sector/Industry	9
4.7 T-Test	9
4.8 Correlation between variables	14
4.9 Correlation between dependent variable and independent variables	15
CHAPTER 5 - FINDINGS	17
CHAPTER 6 - RECOMMENDATIONS,LIMITATIONS AND CONCLUSION	19
REFERENCES	21
ANNEXURE	23

List of Figures

Figure 1: Age classification	7
Figure 2: Gender	7
Figure 3: Highest Educational Qualification.....	8
Figure 4: Size of the company	8
Figure 5: Sector / Industry	9

List of Tables

Table 1: T-test 1	10
Table 2: T-test 2	11
Table 3: T-test 3	11
Table 4: T-test 4	12
Table 5: T-test 5	13
Table 6: T-test 6.....	14
Table 7: Correlation between independent variables.....	14
Table 8: Correlation between dependent and independent variables.....	15

CHAPTER 1 – INTRODUCTION

1.1 Background

The Importance of Employer Branding for Talent Attraction and Retention

Employer branding is defined as the process of creating and promoting an image of a company as an attractive employer to potential and current employees (Minchington, 2005). A company's employer brand encompasses its reputation as an employer, its values, culture, and work environment, and the overall experience it offers to its employees.

A company's ability to draw in and keep top people may be dramatically impacted, according to research, by having a good employer brand. Organisations that engage in their employer brand are more likely to draw candidates with better qualifications and have lower employee turnover rates, claim Cheese, Thomas, and Craig (2007). This is because a prominent employer brand can be beneficial for the creation of a good public outlook of the organisation as an employment provider, which can lead to increased employee engagement, job satisfaction, and loyalty.

Despite the advantages of employer branding, many businesses struggle to effectively create, manage, or refocus their employer brand activities. This can result in a weak or negative employer brand, which can drive away potential candidates and lead to high employee turnover rates (Cheese et al., 2007; Minchington, 2006). According to Crous (2007), companies can develop a strong employer brand by focusing on the following key areas:

Company Culture

A positive company culture that aligns with the values and aspirations of potential and current employees can help to create a strong employer brand. Companies can promote their culture by highlighting employee success stories, sharing photos and videos of team events, and showcasing their values on their website and social media channels.

Employee Value Proposition (EVP)

An EVP is the unique set of benefits, rewards, and opportunities that a company offers to its employees. Companies can develop a compelling EVP by conducting employee surveys, analysing employee feedback, and offering rewards and benefits that align with their employees' needs and aspirations.

Recruitment Process

The recruitment process is the first point of contact for potential candidates and can significantly impact their perception of the company. Companies can improve their recruitment process by using social media and other online channels to showcase their employer brand, highlighting employee testimonials and success stories, and ensuring that their recruitment process is transparent and efficient.

Employee Engagement

Employees who are engaged are more likely to be happy in their work and promote their firm. By providing chances for professional growth, honouring and rewarding employee accomplishments, and encouraging a healthy work-life balance, businesses may increase employee engagement. In conclusion, a potent weapon for luring and keeping great personnel is a good employer brand. Companies that make an investment in their employer brand by concentrating on their corporate culture, employee value proposition (EVP), hiring procedure, and employee engagement are more likely to develop a favourable employer brand, attract top talent, and keep it.

A primary basis of the unique differentiation factor in the present globe is thought to be talented human capital. Several companies have been spotted adopting generic marketing strategies to enhance the entire employment experience, as opposed to doing the same. In this setting, employees are considered as "Internal Customers," and the "Job" is seen as a service that the business offers to its workers. The practise of following such marketing ideas within the purview of talent organising is referred as today's employer branding.

The significance of this employee-friendly approach is clear given how much emphasis firms today place on this concept and the concerted efforts they have made to become the "Employer of Choice." Employer branding is therefore defined as a targeted, long-term strategy to manage the knowledge and attitudes of current and prospective workers, as well as other important stakeholders, with regard to a specific firm (Sullivan, 2004).

As a result, it is developing into a potent tool for outlining the "Employee Value Proposition" to prospective employees. It's important to remember that because of the constant efforts made by multiple businesses (covering a wide variety of sectors), current and potential workers frequently have preconceived assumptions about the employer brand. In general, any company using this form of branding must put up significant effort to persuade both current and future workers that it is a "desirable place to work."

Every company wants to be known as one of the "Preeminent Employers." Prestigious companies' management is well aware of how required expenditures in qualified human resources may produce long-term advantages, hence enhancing the organization's overall performance. Therefore, an employee receives a complete package, including the psychological contract, which is the most crucial of all, as well as financial gain (ludicrous salary packages and equitable income opportunities), functional uplift (through training and managerial facilitation), and a sense of autonomy at work.

1.2 Problem Statement

Although previous researches have proven: we can see a significant positive relation amongst and ability to attract the talent and ensure they stay, there are various aspects of employer branding.

It would be interesting to study which aspects differently impact the ability to attract the talent and ensure they stay.

1.3 Objectives of Study

The purpose of the project is to identify various factors that have an impact on the employer branding as well as the decision to choose an organisation for working with. By means of the project such factors can be identified. Their relationship with each other can be studied by using several methods such as T-test, correlation, mean scores etc. Information about the relationship between the factors and the choosing a company based on the employer branding can help companies understand which factors have a greater impact on the employer branding in case there is a significant relationship. This can help companies develop their strategies on the lines of these aspects.

To assess the various aspects involved in employer branding and study their collective as well as individual impact on talent attraction, acquisition and retention.

To identify which aspects of branding of the employer are the most crucial in managing talent with respect to talent attraction, acquisition and retention.

1.4 Scope of study

Individuals working in different industries for private sector companies can be reached out to and be asked their opinion on different aspects of employer branding. For that, first of all different aspects and dimensions of branding of the respective employer must be studied and measured in for the sake of ascertaining if there is existence of a connection between the factors influencing the branding of the employer and attracting and retaining the employee. Also, the degree a relationship has can be assessed.

CHAPTER 2 - LITERATURE REVIEW

According to studies on employer branding, identifying the demands of the target market is essential for luring in and keeping talent. Because perks that match candidates' functional, financial, and psychological preferences are more likely to attract them, employers must have an employee value proposition in order to build their employer brand.

By utilising key differentiating elements of talent attraction and enabling focused employer brand marketing initiatives, a distinct 'Employer-Value-Proposition' (EVP) may give the branding of the employer a boost. The EVP is a distinct collection of qualities and advantages that encourages prospective workers to work for a firm and current employee to stay. It is influenced by five key factors: salary, perks, work atmosphere and affiliation, and job content. Creating a differentiated EVP requires a human capital strategy that is aligned with the business strategy. Companies may attract and retain people and establish a great employer brand by comprehending the demands of the target audience and developing a distinctive EVP.

The employer brand is influenced by a unique EVP. To recruit, inspire, and retain existing and future workers, employer branding entails integrating branding ideas into human resource management. Fulfilling the promises of the employer branding, which must be parallel to the stated demands of the marked audience and the corporate and consumer brands, is necessary for successful employer branding. Aspects like hiring, onboarding, compensation and profits, occupation advancement, study, recompense and acknowledgment, announcement, labour atmosphere, and management of performance are all part of the employer brand employee platform.

Branding of the employer and the company overall will suffer if the organisation is unable to fulfil the promise made in its employer brand. Building a successful employer brand therefore requires a differentiated EVP that is in line with the recognised demands of the audience in view as well as the corporate branding and branding for the consumer.

Each brand subset affects the other, hence it is critical to align the entire portfolio of brands in organisational strategy, according to Barrow & Mosley (2005), Fraser (2009), McKinsey (2005), and Minchington (2010). To maintain consistency in fulfilling the range of brand promises, the employer brand should represent the spirit of the corporate and consumer brands.

Organizations with superior employment offerings are those that ensure their employer brand matches their corporate and consumer brand(s), and the value proposition articulated by the business is reflected by the actions of all people, at all levels of the business, at all times (Fraser, 2009; Minchington, 2010). The people policies of the company can create value for the employer brand and make the talent feel that the company cares for them.

Many research back up the significance of this alignment. Freeman and Knox (2006) discovered a link between a positive perception of an employer brand and the possibility of receiving job applications, highlighting the significance of an integrated strategy between internal and external marketing to create a cohesive employer brand. Aligning the EVP with the company or consumer brand improves staff loyalty and engagement, according to King and Grace (2008). According to Gapp and Merrilees (2006), the mismatch of the internal brand delivery with the external brand promises harmed employee and senior management confidence and caused conflict between strategic planning and operational actions.

The stability of the portfolio of brands has an impact on the branding of the employer. The branding of the employer is affected because of the consistency with respect to the portfolio of brands. For the employer brand to be understood, it is crucial to effectively communicate its voice, which must be consistent throughout all organisational marketing initiatives. One of the biggest difficulties in maintaining an employer brand is getting the important messaging about the brand out there.

The delivery of employer brand messages must be plain and honest, and they must be backed up by organisational practises and behaviours that uphold the brand promise. Companies that effectively communicate have stronger employer brands, better amount of engagement, and lower attrition compared to the rivals, according to study. Measures are in place for organisations with excellent communications performance to evaluate the impact of their communications strategies. Effective communication is essential to positively influencing employer brand perception and creating a strong employer brand.

The literature research may be used to construct the following factors in order to investigate employer branding.

Variable 1: Employee Value Proposition - The employer brand is influenced by the aimed cluster's needs in relation to the corporate policy.

Variable 2: Employer Value Proposition- A distinctive employer value proposition has an impact on the employer brand.

Variable 3: People Policy – the way the organisation plans out its HR policies for its talent.

Variable 4: Brand Strategy – the vision, mission and objectives of the organisation

Variable 5: Brand Consistency - The branding of the employer is influenced by the portfolio of brands' consistency.

Variable 6: Brand Communication - Employer branding is influenced by communication.

CHAPTER 3 - RESEARCH METHODOLOGY

Sample Details

The sample includes of people who are employed as professionals from different age groups, industries, and educational backgrounds. There are 105 responders in the sample size. People who worked in the public and commercial sectors and from a variety of industries were targeted.

Data Collection Tool

This study employed primary data, which was gathered via a questionnaire made using a Google Form, distributed online, and the replies were tabulated. More than twenty questions made up the questionnaire, which evaluated several facets of the relevant factors.

Validation of the Hypothesis

A quantitative analysis of the relevant data was conducted once it had been collected in order to derive meaningful information from the findings.

Quantitative Analysis

The poll results and certain common tools, such Microsoft Excel, were utilised to thoroughly and correctly classify the data.

The right Excel formulae, charts, and graphs were used to get further understanding of our idea. This enabled us to draw further conclusions and evaluate the accuracy of the dominant hypothesis.

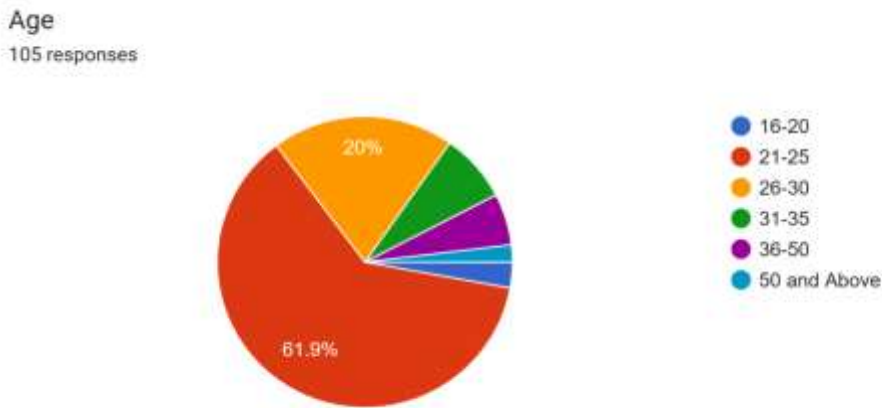
The scaling approach has been used to gauge more in-depth responses, such as those that relate to a respondent's emotions, perceptions, likes, dislikes, interests, and preferences. The questionnaire for this study utilised an interval scale, sometimes referred to as a Likert scale. The respondents were then given a list of statements and asked to indicate how much they agreed or disagreed with each one. Each scale item included seven possible responses, ranging from "Very Dissatisfied" to "Very Satisfied."

CHAPTER 4 - DATA ANALYSIS AND INTERPRETATION

The subsequent pages display certain graphical representations along with related discussions based on the survey results.

4.1 Age Classification

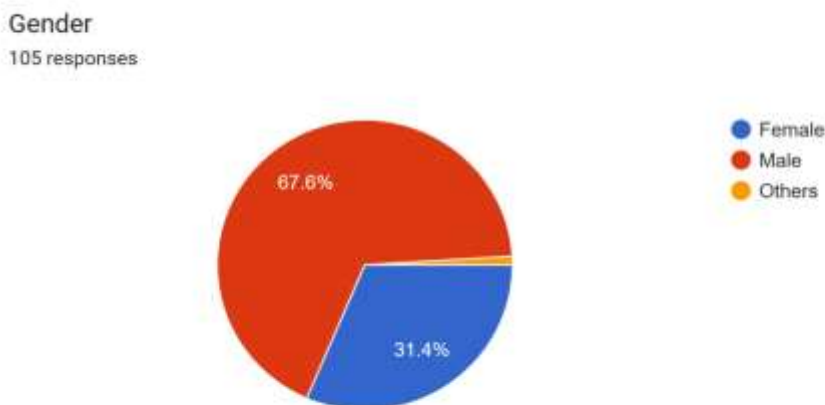
Figure 1: Graph 4.1: Age classification



Many different age groups participated in this poll; however, the bulk of respondents fall into the 21–25-year of age, the second in line category is the 26–30 years aged people.

4.2 Gender

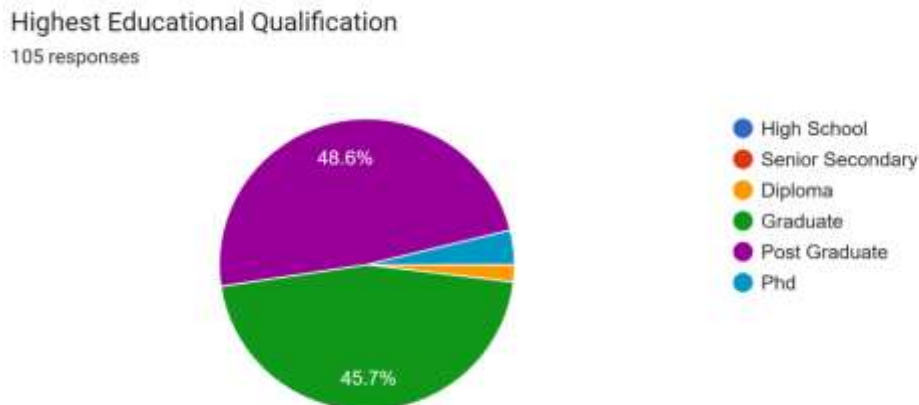
Figure 2: Graph 4.2: Gender



Men make up slightly more than two-thirds of the responders, while women make up 31.4%. Only two categories represent how the respondents have classified themselves. A few respondents self-identified as someone else.

4.3 Highest Educational Qualification

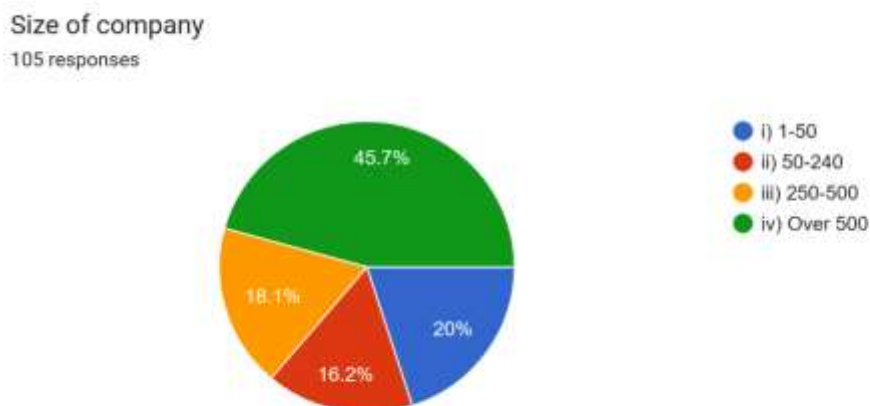
Figure 3: Highest Educational Qualification



The majority of responders (48.6%) hold postgraduate degrees, while 45.7% are graduates. Only a very tiny portion of responders also fall within the PhD and Diploma categories.

4.4 Size of the Company

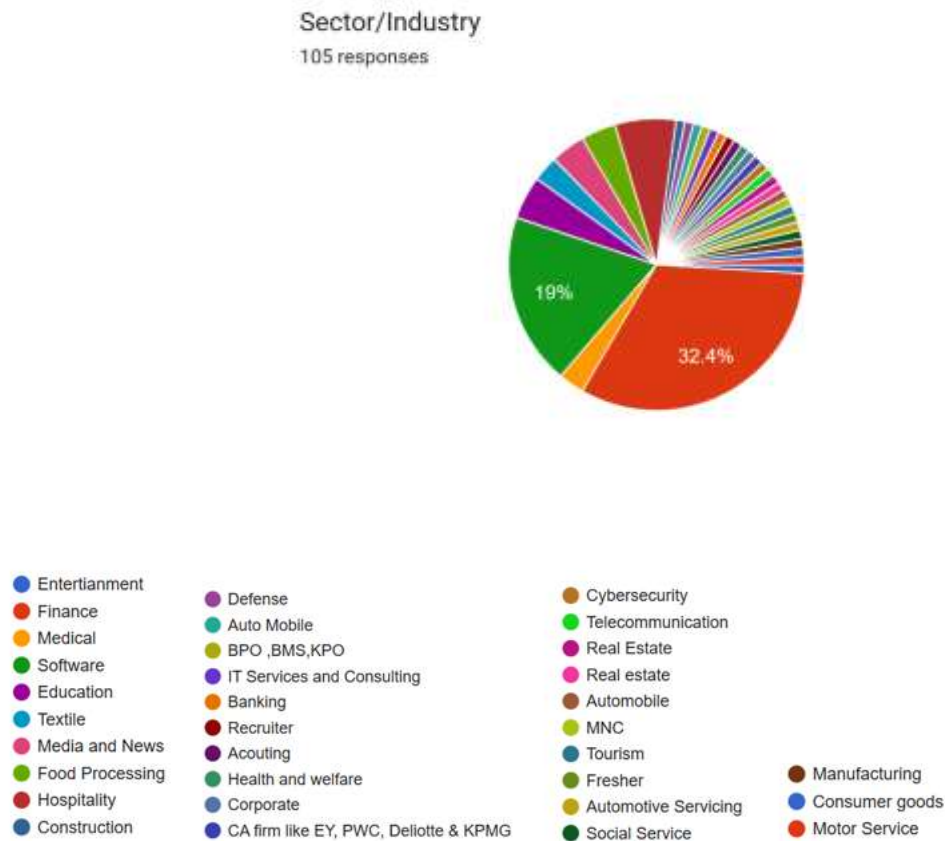
Figure 4: Size of the company



This shows how many employees are employed by the respondent's organisation. Nearly half of the respondents said their firm had more than 500 employees. One-fifth of the responders fall into the 1–50 age range.

4.5 Sector/Industry

Figure 5: Sector / Industry



The respondents belong to a very wide range of industries, this has given a diverse response set in this aspect.

4.7 T-Test

For the purpose of evaluating the association between different data entries, we need to ensure that the different variables are related to each other or not. T-test has been used to verify the existence of relationships.

T-test 1

Null Hypothesis: There is no existence of any significant relationship between Employee Value Proposition and Choosing to an organisation due to strong brand value

Alternate Hypothesis: There is an existence of a significant relationship between Productivity and Adjustment to virtual work

Variable 1 = Employee Value Proposition

Variable 2 = Choosing to an organisation due to strong brand value

Table 1 – T-test 1

t-Test: Paired Two Sample for Means		
	<i>Variable 1</i>	<i>Variable 2</i>
Mean	2.52380952	4.20952381
Variance	0.79029304	2.74413919
Observations	105	105
Pearson Correlation	0.08146133	
Hypothesized Mean Difference	0	
df	104	
t Stat	-9.5166369	
P(T<=t) one-tail	4.046E-16	
t Critical one-tail	1.65963744	
P(T<=t) two-tail	8.0919E-16	
t Critical two-tail	1.98303753	

Since the leftmost critical value for the two-tail test is -1.98 and the rightmost critical value is +1.98, we should accept the null hypothesis in this region. We may reject the null hypothesis and accept the alternative hypothesis since the t-Stat Value is beyond the range.

Hence, we can state that there is an existence of a significant relationship between Employee Value Proposition and Choosing to an organisation due to strong brand value

T-test – 2

Null Hypothesis: There is no existence of any significant relationship between Employer Value Proposition and Choosing to an organisation due to strong brand value

Alternate Hypothesis: There is an existence significant relationship between Employer Value Proposition and Choosing to an organisation due to strong brand value

Variable 1 = Employee Value Proposition

Variable 2 = Choosing to an organisation due to strong brand value

Table 2 – T-test 2

t-Test: Paired Two Sample for Means		
	Variable 1	Variable 2
Mean	5.40952381	4.209524
Variance	1.878754579	2.744139
Observations	105	105
Pearson Correlation	0.711398962	
Hypothesized Mean Difference	0	
df	104	
t Stat	10.42097333	
P(T<=t) one-tail	3.85634E-18	
t Critical one-tail	1.659637437	
P(T<=t) two-tail	7.71268E-18	
t Critical two-tail	1.983037526	

Since the leftmost critical value for the two-tail test is -1.98 and the rightmost critical value is +1.98, we should accept the null hypothesis in this region. We may reject the null hypothesis and accept the alternative hypothesis since the t-Stat Value is beyond the range.

Hence, we can state that there is an existence of a significant relationship between Employer Value Proposition and Choosing to an organisation due to strong brand value.

T-Test 3

Null Hypothesis: There is no existence of any significant relationship between People Policies and Choosing to an organisation due to strong brand value

Alternate Hypothesis: There is an existence significant relationship between People Policies and Choosing to an organisation due to strong brand value

Variable 1 = People Policies

Variable 2 = Choosing to an organisation due to strong brand value

Table 3 – T-test 3

t-Test: Paired Two Sample for Means		
	Variable 1	Variable 2
Mean	5.5619048	4.209524
Variance	1.6139194	2.744139
Observations	105	105
Pearson Correlation	0.7613721	
Hypothesized Mean Difference	0	
df	104	
t Stat	12.90294	
P(T<=t) one-tail	1.284E-23	
t Critical one-tail	1.6596374	
P(T<=t) two-tail	2.567E-23	
t Critical two-tail	1.9830375	

Since the leftmost critical value for the two-tail test is -1.98 and the rightmost critical value is +1.98, we should accept the null hypothesis in this region. We may reject the null hypothesis and accept the alternative hypothesis since the t-Stat Value is beyond the range.

Hence, we can state that there is an existence of a significant relationship between People Policies and Choosing to an organisation due to strong brand value.

T-Test 4

Null Hypothesis: There is no existence of any significant relationship between Employer Brand Strategy and Choosing to an organisation due to strong brand value

Alternate Hypothesis: There is an existence significant relationship between Employer Brand Strategy and Choosing to an organisation due to strong brand value

Variable 1 = Employer Brand Strategy

Variable 2 = Choosing to an organisation due to strong brand value

Table 4 – T-test 4

t-Test: Paired Two Sample for Means		
	Variable 1	Variable 2
Mean	5.380952	4.209524
Variance	1.891941	2.744139
Observations	105	105
Pearson Correlation	0.766428	
Hypothesized Mean Difference	0	
df	104	
t Stat	11.22561	
P(T<=t) one-tail	6.21E-20	
t Critical one-tail	1.659637	
P(T<=t) two-tail	1.24E-19	
t Critical two-tail	1.983038	

Since the leftmost critical value for the two-tail test is -1.98 and the rightmost critical value is +1.98, we should accept the null hypothesis in this region. We may reject the null hypothesis and accept the alternative hypothesis since the t-Stat Value is beyond the range.

Therefore, we can state that there is an existence of a significant relationship between Employer Brand Strategy and Choosing to an organisation due to strong brand value.

T-Test 5

Null Hypothesis: There is no existence of any significant relationship between Brand Consistency and Choosing to an organisation due to strong brand value

Alternate Hypothesis: There is an existence significant relationship between Brand Consistency and Choosing to an organisation due to strong brand value

Variable 1 = Brand Consistency

Variable 2 = Choosing to an organisation due to strong brand value

Table 5 – T-test 5

t-Test: Paired Two Sample for Means		
	Variable 1	Variable 2
Mean	5.428571	4.209524
Variance	2.516484	2.744139
Observations	105	105
Pearson Correlation	0.492402	
Hypothesized Mean Difference	0	
df	104	
t Stat	7.640809	
P(T<=t) one-tail	5.55E-12	
t Critical one-tail	1.659637	
P(T<=t) two-tail	1.11E-11	
t Critical two-tail	1.983038	

Since the leftmost critical value for the two-tail test is -1.98 and the rightmost critical value is +1.98, we should accept the null hypothesis in this region. We may reject the null hypothesis and accept the alternative hypothesis since the t-Stat Value is beyond the range.

Therefore, we can state that there is an existence of a significant relationship between Brand Consistency and Choosing to an organisation due to strong brand value.

T-Test 6

Null Hypothesis: There is no existence of any significant relationship between Brand Communication and Choosing to an organisation due to strong brand value

Alternate Hypothesis: There is an existence significant relationship between Brand Communication and Choosing to an organisation due to strong brand value

Variable 1 = Brand Communication

Variable 2 = Choosing to an organisation due to strong brand value

Table 6 – T-test 6

t-Test: Paired Two Sample for Means		
	Variable 1	Variable 2
Mean	5.380952	4.209524
Variance	2.834249	2.744139
Observations	105	105
Pearson Correlation	0.54689	
Hypothesized Mean Difference	0	
df	104	
t Stat	7.549532	
P(T<=t) one-tail	8.73E-12	
t Critical one-tail	1.659637	
P(T<=t) two-tail	1.75E-11	
t Critical two-tail	1.983038	

Since the leftmost critical value for the two-tail test is -1.98 and the rightmost critical value is +1.98, we should accept the null hypothesis in this region. We may reject the null hypothesis and accept the alternative hypothesis since the t-Stat Value is beyond the range.

Therefore, we can state that there is an existence of a significant relationship between Brand Communication and Choosing to an organisation due to strong brand value.

4.8 Correlation between variables

Correlation values between each of the different variables that are supposed to be associated with Employer Branding are present over here.

Table 7: Correlation between independent variables

	Employee Value Proposition	Employer Value Proposition	People Policy	Brand Strategy	Brand Consistency	Brand Communication
Employee Value Proposition	1					
Employer Value Proposition	0.65	1				
People Policy	0.59	0.82	1			
Brand Strategy	0.58	0.76	0.84	1		
Brand Consistency	0.41	0.54	0.64	0.72	1	
Brand Communication	0.65	0.63	0.65	0.69	0.60	1

By looking at correlation table, we can make an assessment of which factors have what level of correlation with the other respective factors.

Employer Value Proposition has a very strong correlation with the People Policy (0.82). It is quite self-explanatory as these two factors have a lot in common.

Also, People Policy and Brand Strategy have a very strong correlation of 0.84.

Employer Value Proposition and Brand Strategy have a strong correlation of 0.76.

Employee Value Proposition and Employer Value Proposition have a positive correlation of 0.65.

People Policy and Brand Consistency have a correlation of 0.64.

Brand Communication has correlation of 0.65, 0.63, 0.65, 0.69 and 0.6 with Employee Value Proposition, Employer Value Proposition, People Policy, Brand Strategy, Brand Consistency and Brand Communication.

Correlation between Brand Consistency and Employer Brand Proposition is 0.54

Correlation between Employee Brand Proposition and Brand Consistency and Brand Communication is 0.59 and 0.58 respectively.

Out of all the outcomes, correlation for Brand Consistency and Employer Value Proposition is the lowest at 0.41.

Strong correlation between Employer Value Proposition and People Policies can be explained by the fact that the perks, benefits, incentives, compensation etc. can be impacted by the HR policies that the company formulates and implements, hence, it is easily understandable. The brand strategy indicated the kind of values and goals the organisation has, hence its strong correlation with People Policy is possible as the brand strategy is likely to impact the way the HR policies are formulated within the organisation. Also, in a similar manner the values, ethics and goals of a company can impact the perks and benefits being provided to employees, hence a strong correlation between Brand Strategy and Employer Value Proposition is logically possible.

4.9 Correlation between dependent variable and independent variables

Table 8: Correlation between dependent and independent variables

	Talent Attraction / Retention due to Employer Brand Value
Employee Value Proposition	0.700754074
Employer Value Proposition	0.859243534
People Policy	0.875833284
Brand Strategy	0.872990244
Brand Consistency	0.599729049
Brand Communication	0.685788091

Correlation between the six variables and the rating for talent attraction / retention due to employer brand value was assessed.

Very high correlation can be seen for Employer Value Proposition, People Policy and Brand Strategy with 'Talent Attraction / Retention due to Employer Brand Value' i.e., above 0.85.

Correlation between Talent Attraction / Retention due to Employer Brand Value and Employee value proposition is also strong followed by correlation between Talent Attraction / Retention due to Employer Brand Value and Brand Communication.

Correlation is least compared to others between Talent Attraction / Retention due to Employer Brand Value and Brand Consistency, although it still strong enough.

By looking at the strong correlation numbers, it is understood that each of the factors has an impact on the Employer Branding, however, the extent to which the impact is made can vary. Employer Value Proposition, Brand Strategy and People Policy have the highest correlation with the Employer Brand, this can be possible as the perks and benefits being provided to the employees, the overall HR strategy and policies of the company and the values, ethics and goals of the organisation are all very important aspects that help us understand the company. If the company is rated fairly well in these aspects, it is quite understandable that people will consider the company's brand a fairly good choice for working. Very low correlation between the brand strategy and employer branding can be due to the fact that people may not be too concerned with what kind of different businesses the company is into and whether all the businesses are in sync with each other. Large conglomerates like the Tata Group enjoy a very strong Employer Brand imagery, although they are into a wide variety of businesses that are not interrelated.

CHAPTER 5 - FINDINGS

On the basis of the survey that has been conducted and the analysis made, it is quite evident that in this project, relationships between the various factors involved in building up employer branding.

The various variables that had been identified by means of the literature review, do have a significant relationship with the dependent variable i.e., the decision to choose an organisation.

T-test Results

T-test results have confirmed that all the six variables supposed to contribute to employer branding.

we can state that is a significant relationship between Choosing a company due to strong employer branding and each of the six independent variables, Employee Value Proposition, Employer Value Proposition, People Policies, Brand Strategy, Brand Consistency and Brand Communication.

The T-test results have confirmed that all the factors that are supposed to impact employer brand and hence talent attraction and retention within the organisation. We have statistically proven that these factors have an impact.

As mentioned in the employer brand predictive model for talent attraction and retention, the various propositions had clarified that the factors impact employer branding, by means of this project, it has been statistically clarified that there is a relationship between the factors and employer branding

Correlation Tests

Correlation values between each of the different variables that are supposed to be associated with Employer Branding

The correlation tests between the six variables – employee value proposition, employer value proposition, people policies, employer brand strategy, brand consistency and brand communication indicated that these factors are not independent of each other and do have some relation in between.

There is very strong correlation between Employer Value Proposition and People Policies, i.e., 0.82. We can understand that the things that are offered by the employer, i.e., the value that the employer is able to provide to the employee is directly connected to the HR policies of the organization. The brand strategy indicated the kind of values and goals the organisation has, hence its strong correlation with People Policy is possible as the brand strategy is likely to impact the way the HR policies are formulated within the organisation.

Correlation between People Policy and Brand Strategy is also high at approximately 0.84. The values, ethics and goals of a company can impact the perks and benefits being provided to employees, hence a strong correlation between Brand Strategy and Employer Value Proposition is logically possible.

In between Employer value proposition and brand strategy the correlation is 0.76. Also, its 0.72 Brand Strategy and Brand Consistency.

Brand Communication has correlation of 0.65 with Employee Value Proposition, 0.63 with Employer Value Proposition, 0.65 with People Policy, 0.69 with Brand Strategy and 0.6 with Brand Consistency. This indicates that Brand Communication has correlation that is lesser in comparison to the other factors previously mentioned.

Correlation between Brand Consistency and Employer Brand Proposition is 0.54. Correlation between Employee Brand Proposition and Brand Consistency and Brand Communication is 0.59 and 0.58 respectively.

This means that it is low and hence they need not be considered to be highly interrelated to each other hence change in one of them will not have as great an impact as compared to cases mentioned in the above paragraphs.

Out of all the outcomes, correlation for Brand Consistency and Employer Value Proposition is the lowest at 0.41. The correlation here is the lowest and hence we cannot consider the fact that they will be much related to each other.

The first correlation table can tell us which factors out of the six factors identified that impact employer branding, can impact each other to what extent. We can conclude that the factors that have very high correlation amongst themselves are more related to each other.

Correlation between dependent variable and independent variables

The second correlation test reveals that there is a connection between the dependent variable – the choice of joining or staying in and organisation due to employer branding.

Very high correlation can be seen for Employer Value Proposition, People Policy and Brand Strategy with ‘Talent Attraction / Retention due to Employer Brand Value’ i.e., above 0.85, hence these factors impact employer branding more than the others.

The factors that have lower correlation with the employer branding factor, clearly contribute lesser to the talent attraction and retention than the factors that have very high correlation. Employer Value Proposition, Brand Strategy and People Policy have the highest correlation with the Employer Brand are quite interrelated even in theory, hence the results have reconfirmed the theoretical ideas.

Hence it has been mathematically proven that some factors have a stronger connection to the employer branding than others.

CHAPTER 6 - RECOMMENDATIONS, LIMITATIONS AND CONCLUSION

Recommendations

From the results that we have observed, we can very well identify the factors companies need to focus more on in order to achieve good results in terms of employer branding, talent attraction and retention. The companies must focus on Employer value proposition, People Policy and Brand Strategy.

To strengthen employer value proposition, companies need to provide various benefits to the employees so as to make them feel valued, the work environment should be good, the work should be challenging and keep the employees engaged.

To strengthen the People policy aspect, companies can redefine their HR strategy and adopt the best industry standards.

The brand strategy should be clear and well defined as a good vision and mission and an ambitious objectives and goals can set the employer brand apart

Limitations of the study

While conducting the research the sample size could have been greater so as to capture the opinion of a wider set of people from a diverse background.

The study has limited scope of assessment of the variables and their relationships can be further studied by other means in future.

More factors can be involved in the development of employer branding that have not been considered and assessed in this report. Such factors can be identified in future to develop further conclusions.

The responses collected could be biased or distorted due to the questionnaire being extensive and the respondents might not have the time to carefully read all the questions.

Conclusion

While looking at the overall picture, we can successfully conclude that we have been able to establish the existence of some substantial statistical relationships between the various factors that had been studied and inferred from the literature. Earlier not much of quantitative evidence was present for the interdependencies of the factors contributing to the employer branding, now there is some evidence to conclude which factors are more connected to each other and which are not.

These results can help organisations to focus on the factors that have a greater weightage on the employer branding and hence the decision to join or stay in an organisation as it was already established by previous researched that the two factors are highly interconnected.

The various statistical studies that will be carried out in future will focus on building a strong model to predict employer branding and ensure that organisations can use the factors to further build the employer brand in the right manner while focussing on the right factors.

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ANNEXURE

Questionnaire

- Name
- Email
- Age
- Gender

Male

Female

Others

- Education
- Form of Employment
- Size of company
 1. 1-50
 2. 50-240
 3. 250-500
 4. Over 500
- Sector
 1. IT
 2. Manufacturing
 3. Pharmaceutical
 4. Real Estate
 5. Ecommerce
 6. Professional services
 7. BFSI
 8. Others
- How many organisations have you worked for?
 1. 0
 2. 1
 3. 2
 4. 3 and above

Rate these on a scale of 7, with 1 representing Highly Disagree and 7 representing Highly Agree

(Related to Employee Value Proposition)

- you are impacted by your own specific needs (functional, economic and psychological preferences) which are related to the company's business strategy
- You are impacted by your functional needs

- you are impacted by your economic needs
- you are impacted by your psychological needs

(Related to Employer Value Proposition)

- you are impacted by the Employer value propositions (the unique set of attributes and benefits) being provided by the company
- You are impacted by the work environment and affiliation (this includes values, culture, quality of colleagues, managers and leaders),
- You are impacted by challenging work
- You are impacted by work–life balance,
- You are impacted by the benefits including development and career growth (indirect financial reward),
- You are impacted by the remuneration (direct financial reward)
- The people strategy being adopted by the employer has a significant impact on your perception towards the organisation

(Related to Employer brand employee platform)

- recruitment and induction policies have a significant impact on your perception
- remuneration and benefits policies have a significant impact on your perception
- career development policies have a significant impact on your perception
- research policies have a significant impact on your perception
- reward and recognition policies have a significant impact on your perception
- communication policies have a significant impact on your perception
- work environment policies have a significant impact on your perception
- performance management policies have a significant impact on your perception

(Related to the employer brand strategic platform)

- Mission & vision have a significant impact on your perception
- Values have a significant impact on your perception
- corporate reputation and culture have a significant impact on your perception
- policies have a significant impact on your perception
- leadership and management competence have a significant impact on your perception
- innovation have a significant impact on your perception

(Related to Brand Consistency)

- Brand consistency (alignment of the total portfolio of the brand with each other) has a significant impact on how you assess the employer’s branding. i.e. there should be a sync between the corporate and consumer brand

(Related to Brand Communication)

- a brand that has good communication or is quite vocal in its campaigns and public relations, definitely has high employer brand value

(Related to choice of joining or staying due to strong employer branding)

- Did you choose to join or stay in an organisation because it has a strong brand value?

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