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**Major Research Project on**  
**EMPLOYER BRANDING & RECRUITMENT**  
**PREFERENCES AMONG MILLENNIALS IN THE**  
**INDIAN IT SECTOR**

**Submitted by**

**Tanishq kumar**

**23/DMBA/132**

**Under the Guidance of**

**Prof. P.K. Suri**

**Professor**



**DELHI SCHOOL OF MANAGEMENT**

**Delhi Technological University**

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## CERTIFICATE

This is to certify that Mr. **Tanishq Kumar**, Roll No. **23/DMBA/132** has submitted the Major Research Project on “**Employer Branding & Recruitment Preferences Among Millennials’ in the Indian IT Sector**” in partial fulfilment of the requirements for the award of the degree of **Master of Business Administration (MBA)** from the **Delhi School of Management, Delhi Technological University, New Delhi** during the academic year **2024–25**.

*(Signature)*

**Prof. Pradeep Kumar Suri**

## DECLARATION

Further declare that this project report entitled “Employer Branding and Recruitment Preferences Among Millennials in the Indian IT Sector” is the result of independent work done by me for my MBA IV Semester at Delhi Technological University.

This project is not submitted by me or anyone else for the award of any other degree, diploma or similar title. This report has been prepared based on my own research and investigation, carried under the supervision of my faculty supervisor.

I further declare that all sources of information and data have been duly acknowledged.

**Date:** 16<sup>th</sup> April, 2025

**Place:** New Delhi

Tanishq Kumar

MBA (IV Semester)

Enrollment No.: 23/DMBA/132

Delhi Technological University

## ACKNOWLEDGEMENT

I want to thank Delhi Technological University for giving me the opportunity to undertake this research project in fulfillment of my MBA (IV Semester).

I sincerely would like to thank my project guide Dr. P.K. Suri (Professor, Department of Management), who through the entire project gave me a constant support, expert guidance, valuable suggestions, and encouragement. Without their constructive criticism and encouragement this work could never have been completed.

I am also grateful to the faculty members and administrative staff of the department for their cooperation during the course of this project.

Last but not least, special thanks to all the individuals who took time out to respond to my survey — without their honest responses, this research would have never been possible.

Finally, I want to give a shout out to my friends and family for their continual support and motivation throughout this academic adventure.

**Tanishq Kumar**  
MBA (IV Semester)

## EXECUTIVE SUMMARY

As organizations strive to attract top talent in this fast-paced job market, employer branding has become a critical focus, particularly in highly competitive industries such as Information Technology (IT). In an age of digital media, flexible work culture, and millennials dominating the work environment, employer branding is becoming of utmost importance for organizations in attracting and retaining the top talent. Employer Branding and Millennials Recruitment Preferences in Indian IT Sector This research project titled “Employer Branding and Recruitment Preferences Among Millennials in the Indian IT Sector” investigates how the concept of employer branding is affecting recruitment preferences among millennials — the generation that currently forms the foundation of the present-day workforce.

The goal of this research is to identify the factors that are critical to the perception of an employer brand by millennials. It attempts to find out what organizational branding approaches capture their attention the most, what values and offerings shape their preferences, and how these considerations affect their intentions to apply for or accept employment with an organization. The project analyzes the impact of internet branding strategies of employers, including reviews on Glassdoor, career page branding, social media identity, and testimonials from employees.

For this study, a quantitative research method using a Google Form survey was employed. The questionnaire sought to be engaging and empathetic, crafted with multiple-choice queries tapping into commonplace career-related thoughts and attitudes of millennials. The survey was administered to selected respondents already working in the IT industry or intending to work in IT and thus had a specific and relevant dataset.

This study attempts to fill in literature gaps on how employer branding interacts(mingles) with the millennials mindset and their specific distinct features and traits, which include the craving for purpose-driven roles, flexible arrangements, growth, and highly digitized environments. There has been almost no research considering the branding of employers from the perspective of Indian IT millennials, despite other literature examining millennial branding.

From the initial feedback and literature analysis, millennials focus on the brand and salary offered, but not exclusively. Pay is only one component of the work package together with work-life balance, learning and development, organizational culture, social responsibility, etc. The goal of this study is to better understand this set of preferences and develop practical recommendations to assist HR and employer branding specialists in formulating communication and recruitment plans that are more precisely targeted.

Summarizing the highlights, this project seeks to make an impact in the Human Resource Management arena by demonstrating how employers can strategically market themselves as “employers of choice” to millennials — thus improving recruitment effectiveness and soft loyalty.

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# 1. INTRODUCTION

## 1.1 Background

In recent years, employer branding has transitioned from a niche concept to a central pillar in talent acquisition strategies, particularly in knowledge-driven industries such as Information Technology (IT). The rising importance of employer branding is closely tied to the shifting expectations of the modern workforce—especially millennials, who now form the largest demographic in the global labour market (Ng, Schweitzer, & Lyons, 2010). Unlike previous generations, millennials tend to evaluate potential employers not only based on compensation but also on organizational culture, purpose, flexibility, employee reviews, and career development opportunities (Jain & Yadav, 2022).

Indian IT firms, known for their dynamic and highly competitive environments, are constantly vying for top-tier talent in a market shaped by rapid technological changes. As millennials become the predominant group entering the workforce, companies must tailor their recruitment strategies to resonate with this cohort's expectations. Employer branding, when strategically developed, serves as a critical tool to project a company's values, work environment, and employee value proposition (EVP) to attract and retain millennial talent (Backhaus & Tikoo, 2004).

The influence of digital media and platforms like Glassdoor, LinkedIn, and Ambition Box has made employer perception more transparent and impactful. In this digital-first context, a company's employer brand is not only shaped by official communication but also by public reviews, social proof, and digital visibility (Chakrabarty & Ghosh, 2022). Therefore, the consistency and credibility of an employer's brand identity can significantly influence a millennial job seeker's decision-making process.

This study explores how various dimensions of employer branding—such as strong digital presence, diversity initiatives, salary vs. work culture compromise, referral likelihood, and awareness levels—affect the recruitment preferences of millennials in the Indian IT sector. The results aim to provide actionable insights to HR professionals looking to improve employer appeal among millennial candidates.

## 1.2 Problem Statement

The recruitment landscape in India's IT sector is becoming increasingly competitive, with organizations striving to attract the best talent in an era dominated by millennial job seekers. While employer branding is increasingly recognized as a key strategy, many IT firms still struggle to communicate their employer value proposition in a manner that aligns with millennial expectations. Factors such as work-life balance, inclusive culture, transparency, digital presence, and peer recommendations now hold substantial weight in influencing application decisions (Jain & Yadav, 2022).

Although several studies have addressed the concept of employer branding, limited empirical research focuses on how specific branding attributes influence millennial recruitment preferences within the Indian IT sector. Additionally, the evolving digital behaviour of millennials, and their reliance on platforms like Glassdoor or employee referrals, makes it important to explore this area with updated data.

This study aims to bridge that gap by identifying which elements of employer branding resonate most with millennials and how these elements impact their likelihood of applying to a company. Through SPSS-based analysis, including chi-square tests and graphical trends, the study highlights meaningful patterns in millennial recruitment behaviour.

### 1.3 Objectives of the Study

The primary objects of this study are as follows:

- To identify key employer branding attributes that influence recruitment preferences of millennials in the Indian IT sector.
- To examine the association between employer branding awareness and millennials' likelihood to apply for jobs in IT firms.
- To analyse the role of factors such as visual branding, digital platforms, diversity, salary vs. culture trade-offs, and trust in influencing millennial job-seeking behaviour.
- To statistically test the association between demographic factors and employer branding variables using SPSS software.

### 1.4 Scope of the Study

This study is concentrated on examining the influence of employer imprinting on the reclamation preferences of millennials within the Indian IT sector. The exploration will specifically address the ensuing areas:

- **Geographical Scope:** The study focuses on the Delhi-NCR region, including both urban and semi-urban areas, which serve as a major hub for IT talent. The region offers a diverse sample of millennials either currently employed or seeking employment in IT.
- **Demographic Scope:** The target population includes millennials (born between 1981 and 1996) working in or aspiring to work in the IT sector. This includes both active job seekers and those passively evaluating employer options.
- **Temporal Scope:** The data was collected during the first half of 2025, ensuring that the study reflects post-pandemic shifts in recruitment trends and current employer branding practices.
- **Conceptual Scope:** The study investigates multiple dimensions of employer branding—such as awareness, visual appeal, diversity initiatives, platform usage, perceived trust, and preference trade-offs—and their impact on recruitment preferences.
- **Methodological Scope:** A structured questionnaire was administered digitally using Google Forms. Responses were analysed using SPSS software with appropriate statistical tools, including frequency analysis, chi-square tests for association, and visual charts, to interpret millennial preferences.

## 2. LITERATURE REVIEW

### 2.1 Employer Branding Concept and Evolution

Employer branding, a term first introduced by Ambler and Barrow (1996), refers to the strategic process through which an association markets itself as a seductive employer to current and implicit workers. It represents the employer's identity and encompasses the company's values, work culture, leadership style, and hand value proposition (EVP). Over time, this conception has evolved from a marketing action to a central element of gift accession and retention strategies (Backhaus & Tikoo, 2004).

In moment's hyperactive- competitive job request — especially within knowledge- ferocious sectors like Information Technology (IT) — employer branding plays a vital part in shaping how job campaigners perceive a company. Organizations with strong employer brands tend to profit from advanced operation rates, better hand engagement, and bettered retention situations (Sharma & Gupta, 2021).

This significance is particularly pronounced in the environment of millennials, who now constitute the largest member of the pool. Unlike former generations, millennials prioritize factors similar as organizational culture, flexible work arrangements, work- life balance, and meaningful career development openings. As a result, employer branding has come a critical differentiator in attracting and engaging millennial gift (Jain & Yadav, 2022).

Given the rapid-fire technological advancements and adding hand mobility in the Indian IT sector, the strategic use of employer branding isn't just salutary but essential. It allows associations to align their internal culture with external perception, thereby creating a compelling narrative that resonates with millennial job campaigners.

### 2.2 Millennial Preferences and Reclamation opinions

Millennials, defined as individualities born between 1981 and 1996, bring distinct preferences and prospects to the plant. Characterized by their technological ignorance, value- driven mindset, and pursuit of particular fulfilment, millennials differ significantly from former generations in terms of career priority (Ng, Schweitzer, & Lyons, 2010). In the environment of reclamation, they tend to emphasize non-monetary aspects similar as job inflexibility, inclusive organizational culture, openings for growth, and a healthy work- life balance (Chakrabarty & Ghosh, 2022).

Unlike earlier generations who concentrated primarily on job security and compensation, millennials are more likely to seek alignment with an association's values and purpose. Their decision to apply for a job is frequently told by how well a company demonstrates authenticity, invention, and hand well- being.

Foley and McPhee (2019) emphasize that millennials are drawn to associations that foster a probative and inclusive work terrain. In addition, they place high significance on an employer's character for social responsibility, diversity, and invention. Online reviews, company standing platforms, and social media presence have come significant sources of information impacting millennial job campaigners' opinions (Chakrabarty & Ghosh, 2022).

In this evolving geography, employer branding becomes a critical strategic tool. It not only shapes comprehensions about the association but also directly influences millennials' amenability to engage with and apply to companies that reflect their particular and professional ideals.

### 2.3 Employer Branding in the Indian IT Sector

The Indian Information Technology (IT) sector is one of the most dynamic and competitive industries in the country, marked by a constant demand for skilled professionals. Rapid technological advancements and the evolving digital economy have significantly influenced how companies approach talent acquisition and retention. In this context, employer branding has emerged as a critical strategic tool, particularly for IT firms striving to differentiate themselves in an increasingly crowded talent market (Sharma & Gupta, 2021).

Due to the high level of competition, Indian IT companies rely heavily on their employer brand to attract top-tier talent. A compelling employer brand not only helps organizations stand out but also enhances their ability to connect with job seekers on a deeper level. Jain and Yadav (2022) highlight the necessity for Indian IT firms to tailor their employer branding strategies to the evolving expectations of millennial talent. Millennials seek a balanced blend of career growth, learning opportunities, work-life integration, and meaningful work.

Backhaus and Tikoo (2004) emphasized that a strong employer brand can reduce recruitment costs, improve employee morale, and enhance a firm's reputation in the job market. However, the challenge for Indian IT companies lies in ensuring that their employer branding efforts are authentic and align with millennial values. Many millennials perceive large corporations as impersonal or overly rigid, making it crucial for firms to humanize their brand image and foster a culture of transparency, flexibility, and innovation.

### 2.4 Employer Value Proposition (EVP) and Its Impact

The Employer Value Proposition (EVP) is a core component of employer branding, reflecting the unique benefits an organization offers to its employees in exchange for their skills, talent, and commitment. Foley and McPhee (2019) argue that an EVP that resonates with millennials typically emphasizes factors such as career growth, organizational culture, work-life balance, and opportunities for professional development.

In the context of the Indian IT sector, companies that present a clear and appealing EVP are more likely to attract millennial job candidates, who prioritize personal growth and job satisfaction over traditional rewards like salary alone (Chakrabarty & Ghosh, 2022). A strong EVP not only differentiates an organization in a competitive job market but also fosters an environment where employees feel motivated to perform at their best.

Indian IT companies such as Tata Consultancy Services (TCS) and Infosys have successfully built robust employer brands by highlighting their commitment to employee growth, innovation, and work-life balance, which closely align with the aspirations of millennials (Sharma & Gupta, 2021). These firms demonstrate that a well-crafted EVP can enhance talent acquisition, increase employee retention, and contribute to overall organizational success.

## 2.5 Conclusion

The literature indicates that employer branding plays a pivotal role in shaping millennial recruitment preferences, especially in competitive sectors like IT. As millennials increasingly dominate the workforce, organizations must adapt their employer branding strategies to align with the values and expectations of this demographic. The research emphasizes the importance of a strong Employer Value Proposition (EVP), organizational culture, and company reputation in attracting and retaining millennial talent.

For IT firms in India, where competition for skilled professionals is intense, a well-established employer brand can be a critical differentiator. Understanding these elements is essential for IT companies aiming to stand out and appeal to the millennial workforce.

## 2.6 Variable Mapping Table

Variable	Description/Focus	Author(s)
<b>Employer Branding</b>	Perceived image of the company as an employer	Ambler & Barrow (1996); Backhaus & Tikoo (2004)
<b>Employer Value Proposition (EVP)</b>	Benefits and offerings an organization promises to employees	Foley & McPhee (2019); Chakrabarty & Ghosh (2022)
<b>Organizational Culture</b>	Shared values, beliefs, and practices within a workplace	Jain & Yadav (2022); Sharma & Gupta (2021)
<b>Work-Life Balance</b>	Equilibrium between professional work and personal life	Ng et al. (2010); Jain & Yadav (2022)
<b>Career Growth Opportunities</b>	Perceived chances of professional development and internal mobility	Chakrabarty & Ghosh (2022); Foley & McPhee (2019)
<b>Millennial Recruitment Preferences</b>	Job-related preferences of millennials when choosing or applying for an employer	Jain & Yadav (2022); Sharma & Gupta (2021); Ng et al. (2010)

### 3. RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter outlines the methodology adopted for conducting the study. It includes the research design, objectives, hypothesis, data collection methods, sample design, tools used for analysis, and the overall research framework. The methodology is designed to systematically examine how employer branding impacts recruitment preferences among millennials in the Indian IT sector.

#### 3.2 Research Objectives

The study is guided by the following objectives:

- To identify the key factors of employer branding that influence millennials' job application decisions in the Indian IT sector.
- To examine the relationship between employer branding elements (e.g., EVP, organizational culture, work-life balance) and millennial recruitment preferences.
- To analyse the extent to which millennials prioritize employer brand over traditional job attributes such as salary and security.

#### 3.3 Research Design

The study follows a **descriptive and quantitative** research design. Descriptive research is appropriate for capturing the opinions and preferences of millennials regarding employer branding, while the quantitative approach helps in measuring the relationships between variables statistically.

#### 3.4 Hypothesis of the Study

Based on the reviewed literature and conceptual framework, the following hypothesis was formulated:

**Null Hypothesis (H<sub>0</sub>):**

There is **no significant association** between employer branding attributes and the recruitment preferences of millennials in the Indian IT sector.

**Alternative Hypothesis (H<sub>1</sub>):**

There is a **significant association** between employer branding attributes and the recruitment preferences of millennials in the Indian IT sector.

#### 3.5 Sampling Design

- **Population:** Millennials (aged 24–40) who are currently working or seeking employment in the Indian IT sector.
- **Sampling Technique: Non-probability purposive sampling** is used to target respondents who fit the demographic and sectoral criteria.
- **Sample Size:** A total of **90+ respondents** were targeted to ensure adequate data representation and support statistical testing.

### 3.6 Data Collection Methods

- **Primary Data:** Collected using a **structured questionnaire** administered via Google Forms. The questionnaire used **5-point Likert scale** items to measure perceptions and preferences.
- **Secondary Data:** Gathered through academic journals, industry reports, and previous studies related to employer branding and millennial workforce trends.

### 3.7 Research Instrument

An open - ended questionnaire was developed, conforming of three sections:

- Demographic details (age, gender, qualification, job status)
- Employer imprinting factors (EVP, culture, WLB, etc.)
- Reclamation preferences (significance of brand image, EVP, etc.)

The Likert scale ranged from 1 (Strongly Disagree) to 5(Strongly Agree).

### 3.8 Tools and Techniques for Data Analysis

The collected data was analysed using **SPSS software**. The following statistical tools were employed:

- **Descriptive Statistics** – to summarize the data (mean, frequency, percentage)
- **Relikelihood Testing** – using **Cronbach’s Alpha**
- **Chi-square Tests** – to identify associations between employer branding elements and recruitment preferences
- **Cross-tabulation** – to compare responses across demographic segments

### 3.9 Scope of the Study

The study is confined to millennials associated with or aspiring to work in the Indian IT sector, substantially located in urban areas similar as Delhi- NCR. It explores employer imprinting comprehensions and decision- making patterns related to job selection.

### **3.10 Limitations of the Study**

- The study is grounded on a limited sample size due to time and resource constraints.
- Results may not be generalizable to all sectors or regions outside IT and urban locals.

## 4. ANALYSIS, DISCUSSION, AND RECOMMENDATIONS

### 4.1 Introduction to the Case

This chapter presents the analysis of data collected to examine the impact of employer branding on the job application preferences of millennials in the Indian IT sector. The research aims to understand how factors such as Employer Value Proposition (EVP), organizational culture, career growth, and work-life balance influence millennials' perceptions and decisions during the recruitment process. The study targets IT professionals and final-year management students aspiring to join IT firms, offering insights into the evolving expectations of the millennial workforce.

### 4.2 Data Collection (Sources and Approach)

#### Sources of Data

- **Primary Data** was collected using a structured questionnaire based on a Likert scale (1 to 5), shared via Google Forms.
- **Secondary Data** included research journals, articles, and previously published studies related to employer branding, millennial preferences, and recruitment trends in the Indian IT sector.

#### Sampling Approach

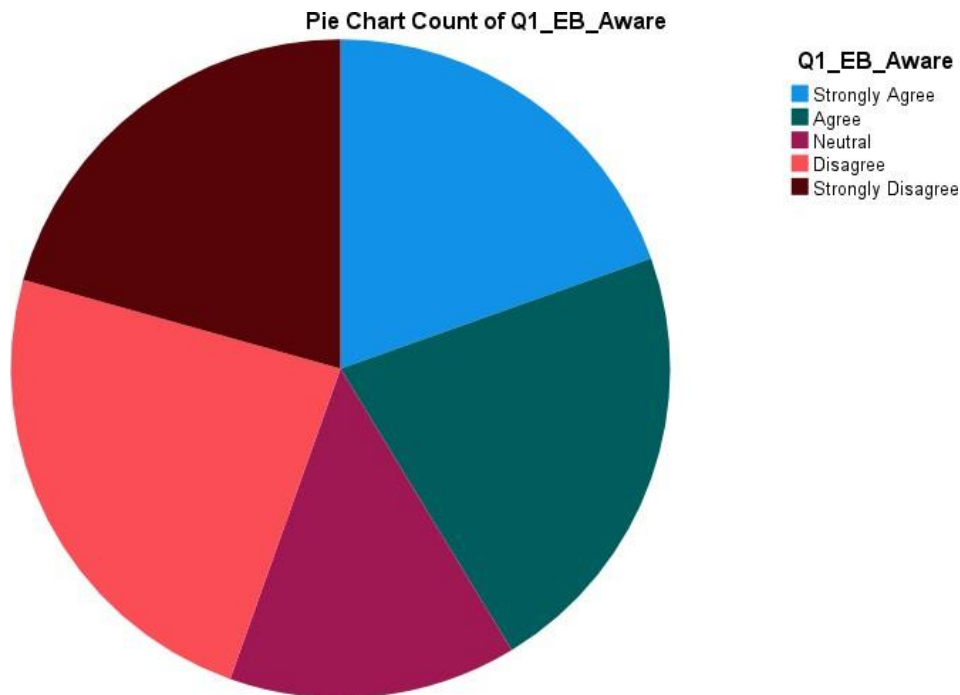
- **Sample Size:** 90+ respondents
- **Sampling Technique:** Convenience Sampling
- **Target Population:** Millennials (aged 25–35) working in or seeking jobs in Indian IT companies

### 4.3 Graphical Presentation of Key Responses

In this section, visual representations have been used to illustrate key responses from the primary data collected. The factors explored through graphical analysis are based on essential components of employer branding and millennial recruitment preferences. **These visuals aid in understanding patterns, awareness levels, perceptions, and behavioural responses among the target demographic. Each graph is accompanied by a brief interpretation of the findings to facilitate deeper insights.**

#### 4.3.1 Awareness of Employer Branding

This pie chart represents the percentage of respondents who are aware of the concept of employer branding.

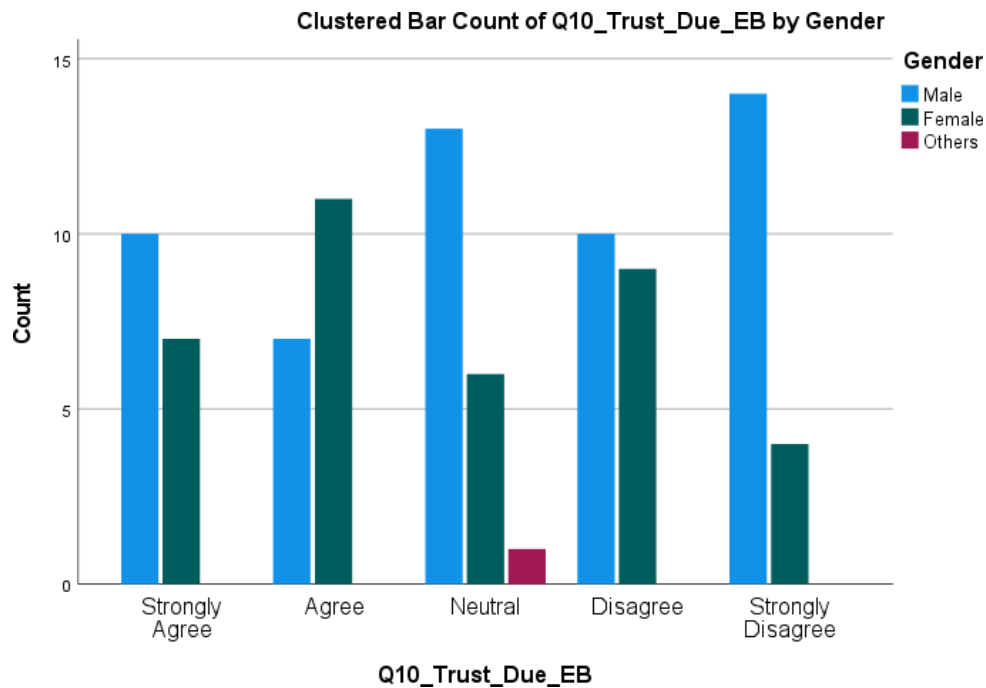


**Observation / Insight:** The pie chart shows a relatively balanced distribution of awareness levels regarding employer branding among respondents. The largest segments appear to be "Agree" and "Disagree," with significant portions also selecting "Strongly Agree" and "Strongly Disagree." A smaller percentage chose "Neutral," indicating polarized opinions on employer branding awareness.

**Interpretation:** The varied distribution suggests that employer branding awareness is inconsistent among millennials in the Indian IT sector, highlighting a potential opportunity gap for companies. This polarization indicates that while some IT professionals are well-informed about employer branding concepts, a substantial portion remains unaware or dismissive of its importance. Organizations seeking to attract millennial talent may need targeted educational initiatives about their employer brand, as increased awareness could be a competitive advantage in recruitment strategies.

#### 4.3.2 Gender-wise Trust Due to Employer Branding

This bar chart highlights the distribution of trust developed due to employer branding initiatives across male and female respondents.



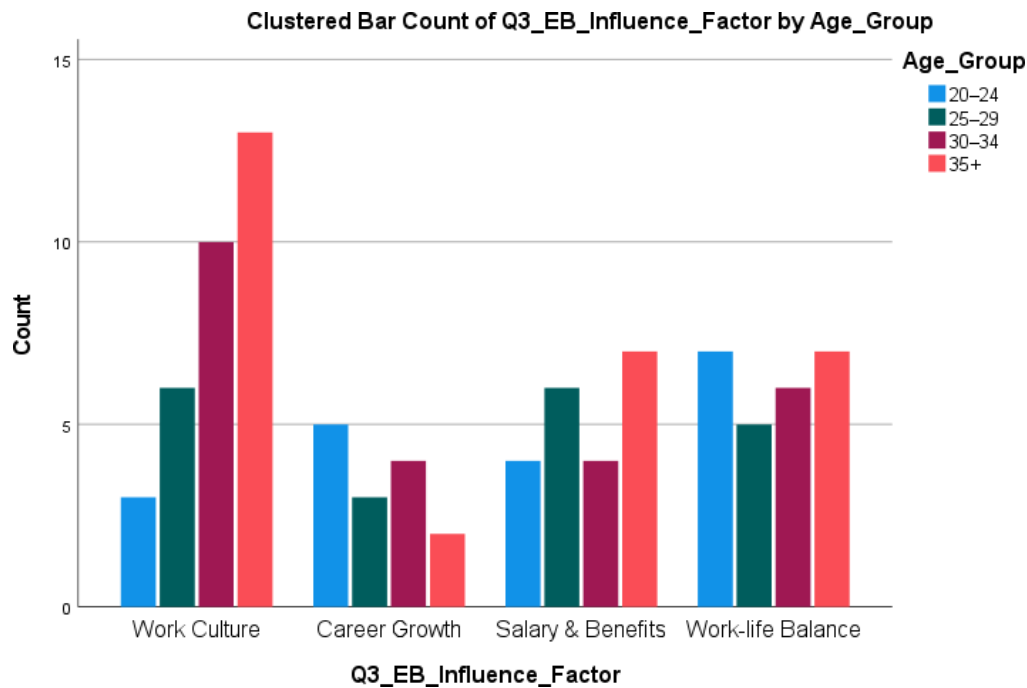
**Observation / Insight:** The chart reveals notable gender differences in trust perceptions related to employer branding. Males show higher counts in the "Neutral," "Strongly Disagree," and "Strongly Agree" categories, while females demonstrate higher representation in the "Agree" category. Males appear more polarized in their trust responses, with their highest representation in "Strongly Disagree." The "Others" gender category has minimal representation, appearing only in the "Neutral" response.

**Interpretation:** Gender appears to be a significant factor influencing how employer branding affects trust among millennial IT professionals in India. Male respondents demonstrate a more extreme distribution of trust perceptions, suggesting they may be either highly skeptical or highly receptive to employer branding efforts. Female respondents show a more moderate trust response, clustering toward agreement rather than strong agreement or disagreement. This gender variance indicates that employers may need to develop gender-nuanced employer branding strategies to effectively build trust across diverse talent pools in the IT sector.

#### 4.3.3 Age-wise Influential Employer Branding Factor

This chart maps various employer branding factors (e.g., salary, culture, reviews) preferred by different age groups within the millennial cohort.

**Observation / Insight:** The chart displays clear age-related differences in what factors influence employer branding perceptions. "Work Culture" shows strong preference among older age groups (30-34 and 35+), while "Work-life Balance" is more evenly prioritized across all age groups with a slight preference from the youngest group (20-24). "Career Growth" resonates more with younger professionals (20-24), while "Salary & Benefits" shows increasing importance with age, peaking with the 35+ group.



**Interpretation:** Age significantly shapes what millennials in the Indian IT sector value in employer branding, suggesting the need for age-targeted recruitment strategies. Younger professionals (20-24) prioritize developmental opportunities and work-life balance, reflecting their career establishment phase. In contrast, the marked preference for work culture among older respondents (30+ years) indicates a shift toward valuing organizational environment as career maturity increases. This evolution of priorities across the millennial age spectrum demonstrates that employer branding in the IT sector should be strategically differentiated to address the varying motivational drivers at different career stages.

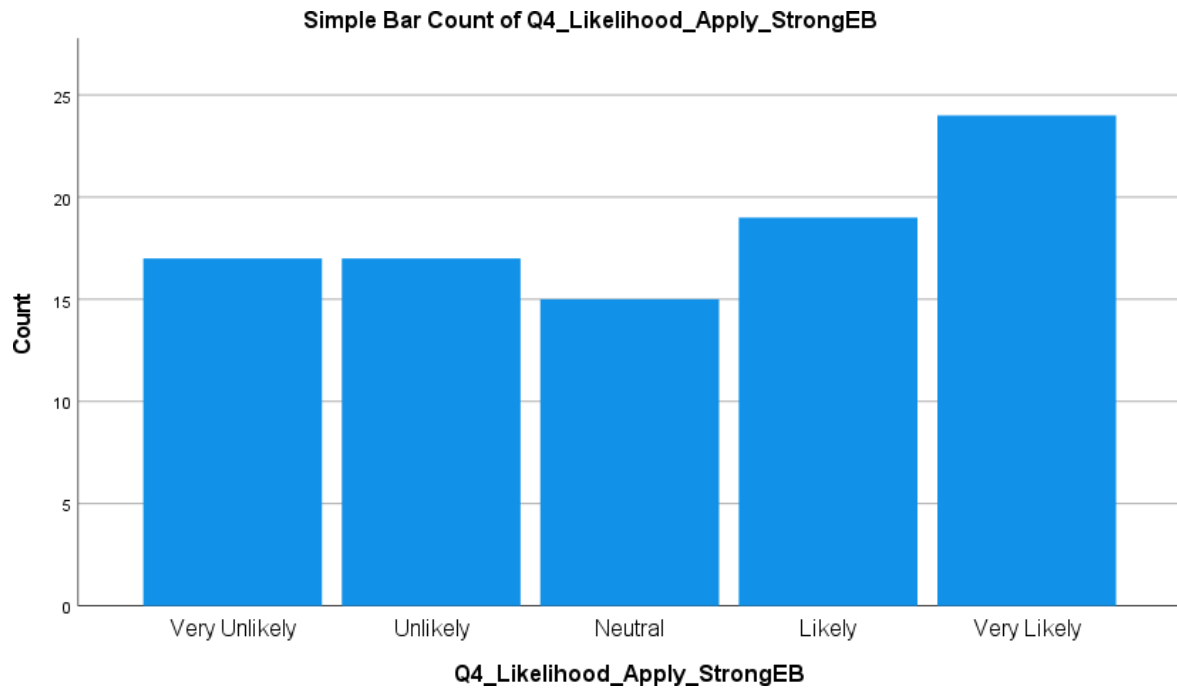
#### 4.3.4 Likelihood to Apply to a Company with Strong Employer Branding

This bar graph showcases how likely respondents are to apply for a job at a company with strong employer branding.

**Observation / Insight:** The chart demonstrates a U-shaped distribution with the highest response count for "Very Likely" (approximately 24 respondents), followed by "Likely" (approximately 19 respondents). The "Very Unlikely" and "Unlikely" categories show similar response counts (approximately 17 each), while "Neutral" received the fewest responses (approximately 15). Overall, there's a slight positive skew toward likelihood of applying to companies with strong employer branding.

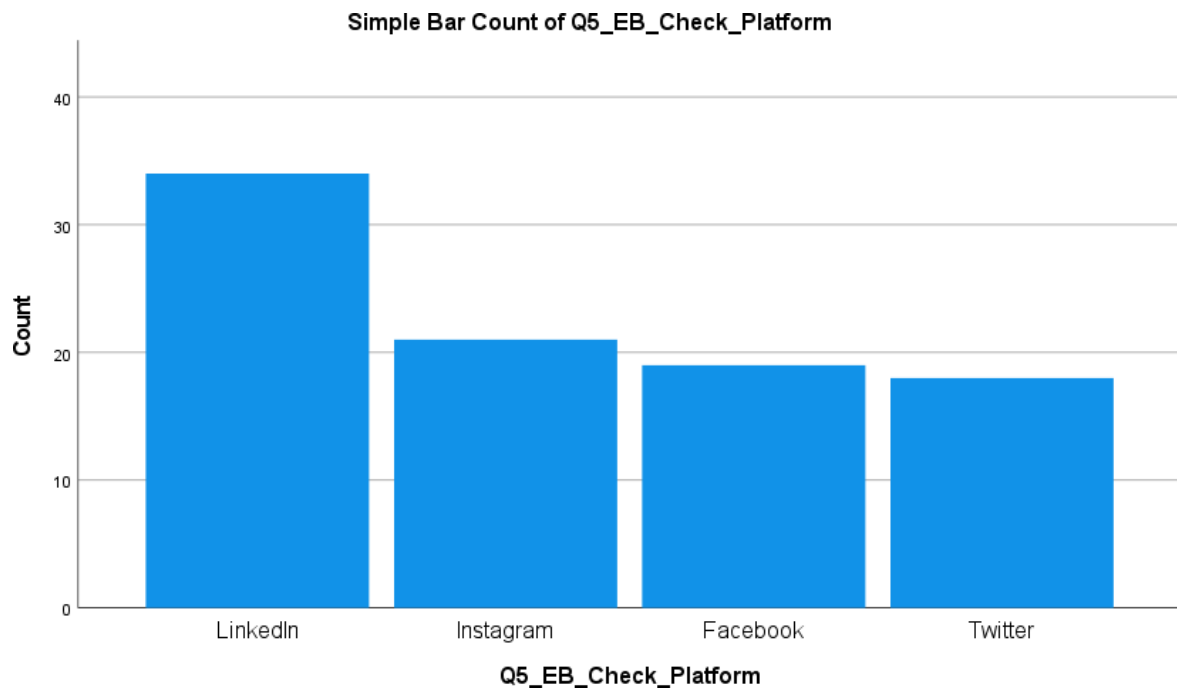
**Interpretation:** The polarized distribution suggests that while a meaningful majority of millennial IT professionals in India are attracted to organizations with strong employer branding, there exists a substantial segment that remains uninfluenced by it. This bifurcation may indicate different decision-making approaches among millennials – with some prioritizing employer reputation and others focusing on different factors like compensation or role specifics. The slight predominance of positive responses (43 combined "Likely" and "Very Likely" versus 34 combined negative responses) confirms that strong employer

branding provides a competitive advantage in talent acquisition, though not universally across all millennial candidates.



#### 4.3.5 Platforms Used to Evaluate Employer Branding

This visual represents the platforms (e.g., LinkedIn, Glassdoor, Company Website, etc.) most commonly used by respondents to evaluate employer branding.



**Observation / Insight:** LinkedIn dominates as the preferred platform for checking employer branding, with approximately 34 respondents selecting it – significantly higher than other

options. Instagram ranks second (approximately 21 respondents), followed closely by Facebook (approximately 19) and Twitter (approximately 18). The professional networking platform's clear dominance highlights its critical role in employer branding perception among IT professionals.

**Interpretation:** The substantial preference for LinkedIn demonstrates that millennial IT professionals in India prioritize professional-oriented platforms when researching potential employers, suggesting they approach employer branding evaluation as part of their career development strategy. While social media platforms like Instagram, Facebook, and Twitter have notable but lower usage, their collective importance indicates that employer branding presence should span multiple platforms with different content strategies. Organizations seeking to enhance their employer brand among Indian IT millennials should prioritize LinkedIn content development while maintaining complementary presence on other social platforms for comprehensive brand perception management.

### 4.4 Statistical Tests and Hypothesis Testing

This section presents the results of various statistical tests conducted to examine the relationship between employer branding factors and millennials' recruitment preferences. Each test is linked with a specific hypothesis, and results are interpreted to accept or reject the null hypothesis.

#### 4.4.1 Frequency Analysis (Demographic & Awareness Overview)

**Objective:**

To present a summary of key demographics and initial awareness levels related to employer branding among respondents.

**Variables Analysed:**

- Age-Group
- Gender
- Location
- Employment Status
- Q1 EB Aware (Awareness of Employer Branding)
- Q12 Avoid Negative Reviews (Effect of negative reviews)

**Statistics**

		Age_Group	Gender	Location	Employment_Status	Q1_EB_Aware	Q12_Avoid_Negative_Reviews
N	Valid	92	92	92	92	92	92
	Missing	0	0	0	0	0	0

**Frequency Table**

• **4.4.1.1 Age Group Distribution**

		<b>Age_Group</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20–24	19	20.7	20.7	20.7
	25–29	20	21.7	21.7	42.4
	30–34	24	26.1	26.1	68.5
	35+	29	31.5	31.5	100.0
	Total	92	100.0	100.0	

**Observation & Interpretation (Age Group Frequency Analysis):**

The sample shows a balanced age distribution across millennial and early Gen Z IT professionals, with the largest representation (31.5%) being 35+ years old, followed by 30-34 years (26.1%), 25-29 years (21.7%), and 20-24 years (20.7%). This distribution provides a comprehensive view across different career stages, with a slight skew toward more experienced professionals. The relatively even spread ensures that insights gathered about employer branding preferences represent perspectives across the entire millennial workforce spectrum in the Indian IT sector, capturing both early-career priorities and more established professionals' viewpoints.

• **4.4.1.2 Gender Distribution**

		<b>Gender</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	54	58.7	58.7	58.7
	Female	37	40.2	40.2	98.9
	Others	1	1.1	1.1	100.0
	Total	92	100.0	100.0	

**Observation & Interpretation (Gender Frequency Analysis):**

The gender distribution reveals a male-dominated sample with 58.7% male respondents compared to 40.2% female and 1.1% identifying as others. This gender imbalance is reflective of the existing demographic reality in the Indian IT sector, where men typically outnumber women in technical roles. The significant representation of female respondents (40.2%) still allows for meaningful gender-based comparisons of employer branding preferences. This distribution enables the research to investigate whether employer branding strategies need gender-specific considerations when targeting IT profession

• 4.4.1.3 Location Distribution

		Location			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Delhi	21	22.8	22.8	22.8
	Gurgaon	21	22.8	22.8	45.7
	Noida	24	26.1	26.1	71.7
	Ghaziabad	26	28.3	28.3	100.0
	Total	92	100.0	100.0	

**Observation & Interpretation (Location Frequency Analysis):**

The geographical distribution shows a remarkably balanced representation across the NCR region with respondents from Ghaziabad (28.3%), Noida (26.1%), Delhi (22.8%), and Gurgaon (22.8%). This even spread across major IT hubs in the National Capital Region indicates that the findings represent perspectives from diverse workplace environments within northern India's technology corridor. The balanced distribution strengthens the study's ability to identify location-specific employer branding preferences, which is valuable for companies establishing or expanding their presence in any of these technology clusters and seeking to optimize their recruitment strategies accordingly.

• 4.4.1.4 Employment Status

		Employment_Status			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employed in IT	20	21.7	21.7	21.7
	Job seeker in IT	20	21.7	21.7	43.5
	Student	19	20.7	20.7	64.1
	Others	33	35.9	35.9	100.0
	Total	92	100.0	100.0	

**Observation & Interpretation (Employment Status Frequency Analysis):**

The employment status distribution shows diversity with "Others" forming the largest category (35.9%), followed by equal proportions of "Employed in IT" and "Job seeker in IT" (21.7% each), and "Students" comprising 20.7%. This balanced representation captures perspectives across the employment spectrum, from those already in the industry to potential entrants. The significant presence of job seekers (21.7%) is particularly valuable for understanding how employer branding influences active candidates' decision-making, while the student segment provides insights into how early career professionals perceive employer brands. This distribution enables comprehensive analysis of how employment status affects perception of and response to employer branding strategies.

• **4.4.1.5 Awareness of Employer Branding**

**Q1\_EB\_Aware**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	18	19.6	19.6	19.6
	Agree	20	21.7	21.7	41.3
	Neutral	13	14.1	14.1	55.4
	Disagree	22	23.9	23.9	79.3
	Strongly Disagree	19	20.7	20.7	100.0
Total		92	100.0	100.0	

**Observation & Interpretation (Q1 EB Aware Frequency Analysis):**

The data shows a notable polarization in employer branding awareness among respondents, with approximately 41.3% agreeing they are aware (19.6% strongly agreeing, 21.7% agreeing), while 44.6% disagree (23.9% disagreeing, 20.7% strongly disagreeing), and 14.1% remaining neutral. This split indicates a significant gap in employer branding literacy within the Indian IT talent pool, suggesting that many potential candidates may not be consciously evaluating employer brands despite being influenced by them. Organizations have a substantial opportunity to increase awareness about their employer brand and its benefits, particularly among the large segment (44.6%) who don't recognize employer branding concepts, which could potentially enhance recruitment effectiveness.

• **4.4.1.6 Negative Reviews as a Deterrent**

**Q12\_Avoid\_Negative\_Reviews**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	42	45.7	45.7	45.7
	No	50	54.3	54.3	100.0
Total		92	100.0	100.0	

**Observation & Interpretation (Q12 Avoid Negative Reviews Frequency Analysis):**

The data reveals that 45.7% of respondents would avoid applying to companies with negative reviews, while a slightly larger proportion (54.3%) would not be deterred by negative reviews. This relatively even split suggests that while negative employer reviews significantly impact recruitment for nearly half the talent pool, many IT professionals in India still consider other factors beyond online reputation when evaluating potential employers. The substantial percentage avoiding companies with negative reviews underscores the importance of reputation management in recruitment strategies, while the majority's willingness to look beyond negative reviews indicates an opportunity for employers to overcome reputation challenges through other compelling employer value propositions.

#### 4.4.2 Descriptive Statistics

This section provides descriptive insights into how respondents perceived key employer branding variables using Likert-scale based items. The analysis includes the mean, standard deviation, minimum, and maximum scores for each factor.

	N	Minimum	Maximum	Mean	Std. Deviation
Q2_EB_Visual_Impact	92	1	5	3.09	1.465
Q4_Likelihood_Apply_StrongEB	92	1	5	3.17	1.472
Q9_Referral_Likelihood	92	1	5	2.96	1.474
Q10_Trust_Due_EB	92	1	5	3.03	1.394
Q11_EB_Importance_Scale	92	1	5	3.00	1.445
Valid N (listwise)	92				

#### Observation & Interpretation (Descriptive Statistics):

The descriptive statistics reveal moderate mean scores across all employer branding metrics (ranging from 2.96 to 3.17 on a 5-point scale), with relatively high standard deviations (1.39-1.47), indicating considerable variation in respondents' attitudes. The highest mean score for "Likelihood to Apply to Companies with Strong Employer Brand" (3.17) suggests that strong employer branding positively influences application decisions for many IT professionals. The consistent standard deviations across all measures indicate diverse perspectives throughout the sample, with some respondents highly valuing employer branding while others remain skeptical or indifferent. Organizations should note that while employer branding does positively influence recruitment outcomes overall, the high variability suggests the need for targeted approaches to different segments within the IT talent pool.

#### 4.4.3 Association Tests – Crosstab & Chi-Square Analysis

This section investigates whether a statistically significant association exists between key categorical variables using the Chi-Square test.

##### Test 1: Q6 Apply High Pay Weak EB vs Gender

##### Hypotheses:

- $H_0$ : There is no significant association between gender and willingness to apply to a high-paying but weak employer branding company.
- $H_1$ : There is a significant association between gender and willingness to apply to a high-paying but weak employer branding company.

### Q6\_Apply\_HighPay\_WeakEB \* Gender Crosstabulation

Count

		Gender			Total
		Male	Female	Others	
Q6_Apply_HighPay_WeakEB	Yes	11	14	1	26
	No	22	12	0	34
	Depends on other factors	21	11	0	32
Total		54	37	1	92

### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	5.876 <sup>a</sup>	4	.209
Likelihood Ratio	5.885	4	.208
Linear-by-Linear Association	3.674	1	.055
N of Valid Cases	92		

a. 3 cells (33.3%) have expected count less than 5. The minimum expected count is .28.

### Chi-square Test Summary

- **Chi-square value ( $\chi^2$ ): 5.876**
- **Degrees of freedom (df): 4**
- **p-value: 0.209**

### Interpretation

Since the p-value (0.209) is greater than the standard significance level of 0.05, the null hypothesis ( $H_0$ ) is **not rejected**. This indicates that there is **no statistically significant association** between a respondent's gender and their willingness to apply to a high-paying job with weak employer branding.

While descriptively, a slightly higher percentage of female respondents (37.8%) indicated willingness to apply compared to males (20.4%), the variation is not statistically significant. Overall, the responses were quite balanced across genders, with around **37% declining**, **34.8% stating it depends on other factors**, and **28.3% accepting** the offer.

### Conclusion

This suggests that **employer branding continues to play a crucial role** in millennials' job application decisions, regardless of gender. High salary alone may not be enough to attract talent if the employer brand is perceived as weak.

### Test 2: Q10 Trust Due EB vs Q1 EB Aware

#### Hypotheses:

- H<sub>0</sub>: There is no significant association between awareness of employer branding and trust due to employer branding.
- H<sub>1</sub>: There is a significant association between awareness of employer branding and trust due to employer branding.

**Q10\_Trust\_Due\_EB \* Q1\_EB\_Aware Crosstabulation**

Count

		Q1_EB_Aware					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Q10_Trust_Due_EB	Strongly Agree	2	6	2	6	1	17
	Agree	4	5	2	2	5	18
	Neutral	3	1	4	8	4	20
	Disagree	2	4	2	4	7	19
	Strongly Disagree	7	4	3	2	2	18
Total		18	20	13	22	19	92

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	21.351 <sup>a</sup>	16	.165
Likelihood Ratio	22.243	16	.136
Linear-by-Linear Association	.226	1	.635
N of Valid Cases	92		

a. 25 cells (100.0%) have expected count less than 5. The minimum expected count is 2.40.

**Chi-square Test Summary**

- **Chi-square value ( $\chi^2$ ):** 21.351
- **Degrees of freedom (df):** 16
- **p-value:** 0.165

**Interpretation**

Since the p-value (0.165) is greater than the conventional significance level of 0.05, the null hypothesis (H<sub>0</sub>) is **not rejected**. This implies that there is **no statistically significant association** between a respondent's awareness of employer branding and the degree of trust they develop due to employer branding.

Although logically one might expect a stronger correlation between awareness and trust, the data suggest that **trust in an organization's brand can develop independently of conscious awareness of employer branding practices**. The variation in trust levels across all awareness categories shows that employer branding may influence perception **subconsciously** or through indirect experiences.

**Conclusion**

This outcome highlights that **employer branding can be effective even among individuals**

**who may not explicitly understand or recognize the concept.** Organizations should therefore continue to invest in strong employer branding practices, knowing they can foster trust even in unaware or passive job seekers.

**Test 3: Q4 Likelihood Apply Strong EB vs Employment Status**

**Hypotheses:**

- H<sub>0</sub>: There is no significant association between employment status and likelihood to apply to a company with strong EB.
- H<sub>1</sub>: There is a significant association between employment status and likelihood to apply to a company with strong EB.

**Q4\_Likelihood\_Apply\_StrongEB \* Employment\_Status Crosstabulation**

Count		Employment_Status				Total
		Employed in IT	Job seeker in IT	Student	Others	
Q4_Likelihood_Apply_StrongEB	Very Unlikely	6	6	3	2	17
	Unlikely	4	5	5	3	17
	Neutral	2	2	2	9	15
	Likely	5	2	4	8	19
	Very Likely	3	5	5	11	24
Total		20	20	19	33	92

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.297 <sup>a</sup>	12	.226
Likelihood Ratio	16.225	12	.181
Linear-by-Linear Association	6.725	1	.010
N of Valid Cases	92		

a. 13 cells (65.0%) have expected count less than 5. The minimum expected count is 3.10.

**Chi-square Test Summary**

- **Chi-square value ( $\chi^2$ ):** 15.297
- **Degrees of freedom (df):** 12
- **p-value:** 0.226
- **Linear-by-Linear Association:** 6.725 (p = 0.010)

**Interpretation**

The main chi-square test yields a p-value of 0.226, which is greater than the standard significance threshold (0.05). Hence, we **fail to reject the null hypothesis**, indicating **no**

**statistically significant association** between employment status and application likelihood at a company with strong employer branding in categorical terms.

However, the significant **Linear-by-Linear Association (p = 0.010)** reveals that there is a meaningful **linear trend** in the data. Specifically, individuals classified as *students* or *others* exhibit a **greater tendency** to apply to companies with strong employer brands compared to current employees and active job seekers. This points to a **systematic pattern** where employment status may shape perceptions and decision-making behavior toward employer branding, even if the categorical chi-square test does not flag it as significant.

**Conclusion**

While no categorical association is confirmed, the significant trend suggests that **employer branding influences different employment groups differently**. Organizations should consider these nuanced differences and customize their branding strategies to better appeal to diverse employment segments.

**Test 4: Q3 EB Influence Factor vs Age Group**

**Hypotheses:**

- H<sub>0</sub>: There is no significant association between age group and most influential EB factor.
- H<sub>1</sub>: There is a significant association between age group and most influential EB factor.

**Q3\_EB\_Influence\_Factor \* Age\_Group Crosstabulation**

Count		Age_Group				Total
		20–24	25–29	30–34	35+	
Q3_EB_Influence_Factor	Work Culture	3	6	10	13	32
	Career Growth	5	3	4	2	14
	Salary & Benefits	4	6	4	7	21
	Work-life Balance	7	5	6	7	25
Total		19	20	24	29	92

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	7.888 <sup>a</sup>	9	.545
Likelihood Ratio	8.315	9	.503
Linear-by-Linear Association	2.235	1	.135
N of Valid Cases	92		

a. 6 cells (37.5%) have expected count less than 5. The minimum expected count is 2.89.

**Chi-square Test Summary**

- **Chi-square value ( $\chi^2$ ): 7.888**
- **Degrees of freedom (df): 9**
- **p-value: 0.545**

**Interpretation**

With a p-value of 0.545, which is substantially above the 0.05 significance threshold, we **fail to reject the null hypothesis**, indicating that there is **no statistically significant association** between age group and the most influential employer branding factor among respondents.

However, the **crosstab analysis reveals indicative patterns** worth noting. Respondents aged 35 and above tend to favor **work culture** (13 responses) as the primary influencing factor, while younger professionals (particularly in the 20–24 age bracket) display more **diverse preferences**, with a slight inclination toward **work-life balance**.

Although these trends lack statistical backing, they **offer practical insights** for employer branding strategies. Employers in the IT sector may still consider tailoring their messaging—emphasizing **career growth and flexibility** for younger candidates and **organizational values and culture** for older professionals.

**Conclusion**

While no significant association was statistically confirmed, observed behavioral differences imply that **age-based segmentation in employer branding communication** could still enhance employer appeal across age demographics within the millennial workforce.

**Test 5: Q7 Diversity Consideration vs Gender**

**Hypotheses:**

- **H<sub>0</sub>:** There is no significant association between gender and importance given to diversity in EB.
- **H<sub>1</sub>:** There is a significant association between gender and importance given to diversity in EB.

**Crosstab**

Count		Gender			Total
		Male	Female	Others	
Q7_Diversity_Consideration	Always	14	9	0	23
	Sometimes	18	11	0	29
	Rarely	12	13	1	26
	Never	10	4	0	14
Total		54	37	1	92

### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	4.832 <sup>a</sup>	6	.566
Likelihood Ratio	4.860	6	.562
Linear-by-Linear Association	.029	1	.865
N of Valid Cases	92		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is .15.

### Chi-square Test Summary

- **Chi-square value ( $\chi^2$ ):** 4.832
- **Degrees of freedom (df):** 6
- **p-value:** 0.566

### Interpretation

The p-value of 0.566 is significantly greater than the standard significance level of 0.05, leading us to **fail to reject the null hypothesis**. This means there is **no statistically significant association** between gender and the importance placed on diversity in employer branding initiatives.

Despite the lack of statistical significance, the **response pattern across genders is quite consistent**. Both males and females most commonly selected "**Occasionally**" (males: 18, females: 11) and "**Infrequently**" (males: 12, females: 13) when asked whether they consider diversity while evaluating potential employers.

This uniformity suggests that **gender does not play a major role** in shaping attitudes toward diversity considerations in the Indian IT job market. **Diversity-oriented employer branding efforts**, therefore, need not be gender-specific but can be **communicated broadly** to reach all potential candidates effectively.

### Conclusion

While the statistical test does not show a significant link, the consistent behavior across genders implies that **diversity remains a moderate consideration** for millennial applicants, and employer branding should reflect inclusive values without gender-targeted messaging.

### Test 6: Q12 Avoid Negative Reviews vs Location

#### Hypotheses:

- $H_0$ : There is no significant association between location and tendency to avoid companies with negative reviews.
- $H_1$ : There is a significant association between location and tendency to avoid companies with negative reviews.

### Q12\_Avoid\_Negative\_Reviews \* Location Crosstabulation

Count		Location				Total
		Delhi	Gurgaon	Noida	Ghaziabad	
Q12_Avoid_Negative_Reviews	Yes	7	6	14	15	42
	No	14	15	10	11	50
Total		21	21	24	26	92

### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	6.829 <sup>a</sup>	3	.078
Likelihood Ratio	6.955	3	.073
Linear-by-Linear Association	4.855	1	.028
N of Valid Cases	92		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 9.59.

### Chi-square Test Summary

- **Chi-square value ( $\chi^2$ ):** 6.829
- **Degrees of freedom (df):** 3
- **p-value:** 0.078
- **Linear-by-Linear Association:** 4.855 ( $p = 0.028$ )

### Interpretation

The chi-square result yields a **p-value of 0.078**, which is **slightly above** the conventional significance threshold of 0.05. This means we **fail to reject the null hypothesis**, indicating that the association is not statistically significant at the 5% level. However, the **Linear-by-Linear Association result is significant ( $p = 0.028$ )**, pointing toward a **notable directional trend** in the data.

This trend suggests a **geographic pattern** in how respondents across locations in the NCR respond to negative reviews. Specifically:

- **Respondents from Noida (14 Yes, 10 No) and Ghaziabad (15 Yes, 11 No)** are more inclined to avoid companies with negative reviews.
- In contrast, **respondents from Delhi (7 Yes, 14 No) and Gurgaon (6 Yes, 15 No)** are more tolerant or less influenced by negative online employer feedback.

These differences imply that **regional culture, peer influence, or access to employer reputation data** might shape how job seekers value negative reviews. The observed **east-west gradient within NCR** (with Ghaziabad and Noida being more review-sensitive)

highlights the need for companies to **actively manage their online reputation**, especially when hiring from these areas.

**Conclusion**

Although the overall association is marginally insignificant, the significant linear trend warrants managerial attention. Companies should **prioritize maintaining a positive online employer image**, particularly when targeting talent pools in **Noida and Ghaziabad**, where sensitivity to negative reviews is higher.

**4.4.4 Independent Samples T- Test**

**Test Variable**

Q11 EB Importance Scale- Importance of Employer Branding.

**Grouping Variable**

Gender – Man/ Woman

**Hypotheses:**

- Null Hypotheses (H<sub>0</sub>) There's no significant difference in the perceived significance of employer branding between and woman repliers.
- Alternate Hypotheses (H<sub>1</sub>) There's a significant difference in the perceived significance of employer branding between man and woman repliers.

**T- Test**

**Group Statistics**

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Q11_EB_Importance_Scale	Male	54	2.91	1.470	.200
	Female	37	3.08	1.402	.230

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Q11_EB_Importance_Scale	Equal variances assumed	.236	.628	-.564	89	.574	-.174	.308	-.786	.438
	Equal variances not assumed			-.569	79.880	.571	-.174	.305	-.781	.434

### Independent Samples Effect Sizes

		Standardizer <sup>a</sup>	Point Estimate	95% Confidence Interval	
				Lower	Upper
Q11_EB_Importance_Scale	Cohen's d	1.443	-.120	-.539	.299
	Hedges' correction	1.455	-.119	-.534	.296
	Glass's delta	1.402	-.124	-.542	.296

- a. The denominator used in estimating the effect sizes.  
 Cohen's d uses the pooled standard deviation.  
 Hedges' correction uses the pooled standard deviation, plus a correction factor.  
 Glass's delta uses the sample standard deviation of the control group.

### Test Results

- **t-value:** -0.564
- **Degrees of Freedom (df):** 89
- **p-value:** 0.574
- **Levene's Test for Equality of Variances:**  $F = 0.236$ ,  $p = 0.628$  (not significant)
- **Mean (M) and Standard Deviation (SD):**
  - Male:  $M = 2.91$ ,  $SD = 1.470$
  - Female:  $M = 3.08$ ,  $SD = 1.402$
- **Cohen's d (Effect Size):** -0.120

### Interpretation

The independent samples t-test reveals that there is **no statistically significant difference** in how males and females perceive the importance of employer branding ( $p = 0.574 > 0.05$ ). Additionally, Levene's test indicates that the assumption of **equal variances holds** ( $p = 0.628$ ), validating the test's reliability.

While **female respondents showed a slightly higher average importance score** ( $M = 3.08$ ) compared to males ( $M = 2.91$ ), the **effect size (Cohen's d = -0.120)** is negligible, suggesting that gender **does not meaningfully influence** perceptions about employer branding importance.

### Conclusion

The results suggest that **millennials in the Indian IT sector, regardless of gender, largely share similar views** on the importance of employer branding in job decisions. Therefore, **organizations do not need to tailor employer branding strategies by gender**. Instead, a **gender-neutral approach** can effectively resonate across the candidate pool.

### 4.4.5 Analysis of Variance (ANOVA)

ANOVA was conducted to assess whether mean differences exist across more than two groups for selected employer branding variables. The significance level was set at  $p < 0.05$ .

### Test 1: Q11 EB Importance Scale by Age Group

#### Hypotheses:

- **H<sub>0</sub>**: There is no significant difference in employer branding importance across age groups.
- **H<sub>1</sub>**: There is a significant difference in employer branding importance across age groups.

### ANOVA

Q11_EB_Importance_Scale					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.472	3	.491	.229	.876
Within Groups	188.528	88	2.142		
Total	190.000	91			

#### Test Results:

- **F(3, 88) = 0.229**
- **p-value = 0.876**
- **Between Groups Sum of Squares = 1.472**
- **Within Groups Sum of Squares = 188.528**

#### Interpretation:

The one-way ANOVA results show that there is **no statistically significant difference** in employer branding importance scores across different age groups (**p = 0.876 > 0.05**). The very low between-group variance compared to within-group variance indicates **high consistency** in responses across all age brackets within the millennial cohort.

This uniformity suggests that **age does not significantly impact** how employer branding is perceived among millennials in the Indian IT sector. Contrary to traditional assumptions that older or younger individuals may weigh employer branding differently, the findings indicate a **shared outlook** on the subject across age segments.

#### Conclusion:

Employer branding strategies in the Indian IT sector **do not require age-specific tailoring**. Since perceptions of employer branding importance are relatively consistent across all age groups within the millennial demographic, companies can adopt **unified messaging** when communicating employer brand value.

#### Test 2: Q10 Trust Due EB by Employment Status

##### Hypotheses:

- **H<sub>0</sub>**: There is no significant difference in trust due to employer branding across different employment statuses.
- **H<sub>1</sub>**: There is a significant difference in trust due to employer branding across employment statuses.

## ANOVA

Q10\_Trust\_Due\_EB

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.351	3	3.117	1.637	.187
Within Groups	167.551	88	1.904		
Total	176.902	91			

**Test Results:**

- $F(3, 88) = 1.637$
- $p\text{-value} = 0.187$
- **Between Groups Sum of Squares = 9.351**
- **Within Groups Sum of Squares = 167.053**

**Interpretation:**

The one-way ANOVA results indicate that there is **no statistically significant difference** in trust developed due to employer branding across various employment statuses ( $p = 0.187 > 0.05$ ). Although the between-group variance is moderately larger than in previous tests, it still does not reach the threshold for statistical significance.

This implies that **regardless of employment context**—whether respondents are currently employed in IT, actively seeking jobs, studying, or belong to other categories—the **level of trust influenced by employer branding remains fairly uniform**. This uniformity underscores the **broad and consistent influence** of employer branding initiatives on millennials, regardless of their employment phase.

**Conclusion:**

Organizations can infer that **trust built through employer branding has universal resonance** among millennials in the Indian IT sector, independent of their current employment status. Thus, branding strategies emphasizing authenticity and trustworthiness can be **broadly effective** without heavy customization for different employment categories.

**Test 3: Q4 Likelihood Apply Strong EB by Location****Hypotheses:**

- **H<sub>0</sub>:** Location does not significantly affect likelihood to apply to a strong employer brand.
- **H<sub>1</sub>:** Location significantly affects likelihood to apply to a strong employer brand.

## ANOVA

Q4\_Likelihood\_Apply\_StrongEB

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.369	3	1.790	.821	.486
Within Groups	191.848	88	2.180		
Total	197.217	91			

**Test Results:**

- $F(3, 88) = 0.821$
- $p\text{-value} = 0.486$
- **Between-Groups Sum of Squares = 5.369**
- **Within-Groups Sum of Squares = 191.848**

**Interpretation:**

The one-way ANOVA test reveals **no statistically significant difference** in the likelihood of applying to companies with strong employer branding across various geographic locations within the NCR ( $p = 0.486 > 0.05$ ). The relatively low between-groups variance compared to within-groups variance indicates a **high degree of similarity** in responses among participants from Delhi, Gurgaon, Noida, and Ghaziabad.

This result implies that **location is not a determining factor** in millennials' willingness to apply to companies based on employer branding strength. Therefore, geographic segmentation of employer branding campaigns within the National Capital Region (NCR) may be **unnecessary**.

**Conclusion:**

Employer branding strategies aimed at enhancing applicant interest can be **uniformly deployed across NCR locations**, as millennials in the Indian IT sector demonstrate **consistent responses** regardless of their residential or job-search location.

**4.4.6 Correlation Analysis****Purpose:**

To examine the relationship between various perceptions related to Employer Branding using Pearson correlation.

**Test 1: Trust Due to Employer Branding vs Importance of Employer Branding****Variables:**

- Q10: Trust in company due to EB efforts
- Q11: Perceived overall importance of EB in job selection

**Hypotheses:**

- **H<sub>0</sub>:** There is no significant correlation between trust due to employer branding and its perceived importance.

- **H<sub>1</sub>:** There is a significant positive correlation between trust due to employer branding and its perceived importance.

### Correlations

		Q10_Trust_Due_EB	Q11_EB_Importance_Scale
Q10_Trust_Due_EB	Pearson Correlation	1	-.011
	Sig. (2-tailed)		.918
	N	92	92
Q11_EB_Importance_Scale	Pearson Correlation	-.011	1
	Sig. (2-tailed)	.918	
	N	92	92

### Test Results:

- **Pearson's  $r = -0.011$**
- **p-value = 0.918**

### Interpretation:

The Pearson correlation test reveals an **extremely weak negative correlation ( $r = -0.011$ )** between respondents' trust in companies based on employer branding and the overall importance they attribute to employer branding in job selection. This relationship is **not statistically significant ( $p = 0.918 > 0.05$ )**, indicating **no meaningful linear association** between the two variables.

This finding suggests that **millennials in the Indian IT sector view trust and importance as independent dimensions** of employer branding. While a company's branding efforts may enhance its professional image, this **does not necessarily increase personal trust**, and vice versa.

### Conclusion:

Employer branding strategies should be designed with the understanding that **building trust and emphasizing importance are distinct psychological processes**. Organizations should invest separately in **credibility-building measures** (e.g., transparency, testimonials, ethics) and in **reinforcing the strategic value** of their employer brand in attracting millennial talent.

### Test 2: Visual Impact of EB vs Likelihood to Apply

#### Variables:

- Q2: Visual impression created by branding
- Q4: Likelihood of applying to a company with strong EB

#### Hypotheses:

- **H<sub>0</sub>:** There is no significant correlation between EB's visual impact and likelihood to apply.

- **H<sub>1</sub>:** There is a significant positive correlation between EB’s visual impact and likelihood to apply.

**Correlations**

		Q2_EB_Visual_Impact	Q4_Likelihood_Apply_StrongEB
Q2_EB_Visual_Impact	Pearson Correlation	1	-.140
	Sig. (2-tailed)		.185
	N	92	92
Q4_Likelihood_Apply_StrongEB	Pearson Correlation	-.140	1
	Sig. (2-tailed)	.185	
	N	92	92

**Test Results:**

- **Pearson’s r = -0.140**
- **p-value = 0.185**

**Interpretation:**

The Pearson correlation test indicates a **weak negative correlation (r = -0.140)** between the visual impression created by employer branding and the respondent’s likelihood of applying to such companies. However, this relationship is **not statistically significant (p = 0.185 > 0.05)**, suggesting that **visual appeal alone may not strongly influence application intent** among millennials in the Indian IT sector.

The **unexpected negative direction** implies that those who rate visual employer branding elements more highly do **not necessarily translate that admiration into action** (i.e., applying for jobs). This could suggest that while visuals attract attention, **they may lack credibility or fail to connect with deeper motivational factors**, such as role clarity, organizational culture, or career development potential.

**Conclusion:**

Organizations should recognize that **visual appeal is only one component** of effective employer branding. **Over-reliance on aesthetic design** without reinforcing **substantive value propositions** (e.g., growth opportunities, inclusive culture, transparent leadership) may fall short in converting brand attraction into application behaviour. A **holistic and message-driven branding strategy** is recommended to better align perception with intent.

**Test 3: Likelihood to Refer vs Importance of EB**

**Variables**

- Q9: Willingness to refer company grounded on branding
- Q11: Overall significance of employer branding

**Hypothesis:**

- **H<sub>0</sub>:** There's no significant correlation between referral likelihood and significance of employer branding.
- **H<sub>1</sub>:** There's a significant positive correlation between referral likelihood and significance of employer branding.

**Correlations**

		Q9_Referral_Likelihood	Q11_EB_Importance_Scale
Q9_Referral_Likelihood	Pearson Correlation	1	.258*
	Sig. (2-tailed)		.013
	N	92	92
Q11_EB_Importance_Scale	Pearson Correlation	.258*	1
	Sig. (2-tailed)	.013	
	N	92	92

\*. Correlation is significant at the 0.05 level (2-tailed).

**Test Results:**

- **Pearson’s r = 0.258**
- **p-value = 0.013**

**Interpretation:**

The Pearson correlation analysis reveals a **modest positive correlation (r = 0.258)** between millennials’ willingness to refer their employer and the **perceived importance of employer branding**, which is **statistically significant (p = 0.013 < 0.05)**. This indicates that individuals who place greater value on employer branding are **more likely to recommend their organization to peers**, signaling a strong linkage between employer branding perception and advocacy behaviour.

This finding suggests that **employer branding not only supports attraction strategies but also nurtures organic promotion** through employee-driven referrals. In a competitive talent market, such internal advocacy can serve as a **cost-effective recruitment channel**, improving both efficiency and quality of hires by leveraging **trusted peer networks**.

**Conclusion:**

The results underscore the **dual impact of employer branding**: it not only shapes prospective candidates' application decisions but also **cultivates brand ambassadors** within the current workforce. Organizations should recognize referral likelihood as a **strategic outcome of effective employer branding**, and actively invest in branding initiatives that resonate with employees to amplify positive word-of-mouth and trust-driven talent inflow.

**4.5 Findings and Recommendations**

#### 4.5.1 Key Findings:

##### 1. Employer Branding Importance is Consistent Across Demographics:

- No significant differences were observed in the perceived importance of employer branding across **age groups** ( $p = .876$ ), **genders** ( $p = .574$ ), or **employment statuses** ( $p = .187$ ).
- This consistency suggests that millennials in the Indian IT sector, regardless of demographic variation, hold a uniformly high regard for employer branding during job selection.

##### 2. Geographic Sensitivity to Negative Reviews:

- A near-significant chi-square result ( $p = .078$ ) and a significant linear trend ( $p = .028$ ) suggest that millennials in **Noida and Ghaziabad** are **more likely to avoid companies with negative reviews** than those in Delhi or Gurgaon.
- This east-west divide indicates localized differences in sensitivity to employer reputation.

##### 3. Weak or No Correlation Between Trust and EB Importance:

- The relationship between **trust due to employer branding** and its **perceived importance** was negligible and non-significant ( $r = -0.011$ ,  $p = .918$ ).
- This suggests that millennials **differentiate between cognitive importance and emotional trust**, requiring distinct communication strategies.

##### 4. Visual Employer Branding Has Limited Influence:

- A weak and non-significant correlation ( $r = -0.140$ ,  $p = .185$ ) was found between **visual impact** and **likelihood to apply**.
- This suggests that visual appeal alone does not strongly drive application decisions among this demographic.

##### 5. Positive Correlation Between EB Importance and Referrals:

- A statistically significant moderate correlation ( $r = 0.258$ ,  $p = .013$ ) between **importance of employer branding** and **referral likelihood** indicates that **higher perceived EB value leads to increased advocacy**.
- Employer branding impacts not just individual choices but also **organic recruitment through peer networks**.

#### 4.5.2 Recommendations:

##### 1. Adopt a Uniform Employer Branding Strategy Across Demographics:

- Given the uniform perception of EB importance across gender, age, and employment status, a **one-size-fits-all message is effective**.
- Avoid over-segmenting EB messages by demographic; instead, maintain a **strong and consistent EB narrative**.

## 2. **Customize Strategies Geographically within NCR:**

- Since **Noida and Ghaziabad respondents are more sensitive** to negative reviews, **localized reputation management** and **review monitoring** are crucial in these areas.
- Consider **hyperlocal campaigns** that emphasize transparency, employee satisfaction, and review responsiveness.

## 3. **Strengthen Trust Building as a Distinct EB Objective:**

- As trust and perceived importance do not correlate, **develop trust-focused campaigns** (e.g., employee testimonials, real stories) that appeal to the **emotional and relational side** of job seekers.

## 4. **Don't Over-rely on Visual Branding Alone:**

- Since visual impact does not significantly drive application interest, organizations must **balance aesthetics with substance**, such as **culture messaging, growth opportunities, and value alignment**.

## 5. **Leverage Employees as Brand Ambassadors:**

- The positive link between EB importance and referral likelihood should encourage **structured employee advocacy programs**.
- Incentivize current employees to refer candidates by **sharing branded content, highlighting culture wins, and providing shareable digital EB assets**.

## 4.6 Limitations of the Study

Despite the efforts to ensure rigor and relevance, this study has several limitations that should be acknowledged:

### 1. **Sample Scope Limited to NCR:**

- The study is geographically confined to the National Capital Region (Delhi, Noida, Gurgaon, and Ghaziabad), which may not fully represent millennial perceptions across other IT hubs in India such as Bangalore, Hyderabad, or Pune.

### 2. **Millennial-Centric Focus:**

- While the focus on millennials provides clarity, it excludes insights from Gen Z and Gen X employees, potentially limiting generational comparisons and the generalizability of findings to the broader workforce.

### 3. **Self-Reported Data Bias:**

- The study relies on self-reported questionnaire responses, which are subject to **social desirability bias, recall inaccuracies, and personal interpretation of questions**, potentially affecting data reliability.

### 4. **Use of Non-Probabilistic Sampling:**

- Convenience sampling was used, which limits the representativeness of the sample and restricts the ability to generalize the findings beyond the respondent group.

5. **Cross-Sectional Design:**

- The data reflects perceptions at a single point in time and does not capture **longitudinal changes** in attitudes or employer branding impact over time.

6. **Limited Variables in Employer Branding Measurement:**

- Employer branding was explored through selected perceptual indicators (trust, visual impact, likelihood to apply, etc.), but did not cover all possible EB dimensions such as **compensation competitiveness, work-life balance, or employer reputation on specific platforms.**

## 5. CONCLUSION

The study explored the intricate relationship between employer branding and millennials' recruitment preferences within the Indian IT sector, with a specific focus on the National Capital Region. Drawing insights from 92 respondents across Delhi, Gurgaon, Noida, and Ghaziabad, the research aimed to examine how various dimensions of employer branding—such as trust, visual appeal, application likelihood, and referral behavior—influence millennials' decision-making in job selection.

The key findings suggest that while millennials broadly acknowledge the **importance of employer branding** in job selection, their actual behavioral responses—such as **trust, application intention, or referral likelihood**—are influenced by more nuanced or distinct factors. Notably, correlation analysis revealed a **significant positive relationship between perceived EB importance and referral intent**, but **no significant association** between employer branding's perceived importance and trust, indicating that different psychological drivers are at play.

Demographic variables such as **gender, age group, and employment status** did not show significant differences in how employer branding is perceived, reinforcing the idea that employer branding strategies can be largely uniform across these categories. However, **geographical differences** emerged with regard to avoidance of companies with negative reviews—respondents from Noida and Ghaziabad demonstrated a higher tendency to avoid poorly reviewed employers than those from Delhi or Gurgaon.

While visual elements of branding are often prioritized by companies, this study found **no significant positive correlation** between visual appeal and application intent, highlighting the limited standalone impact of aesthetic branding. Instead, **comprehensive and credible employer branding** efforts that foster trust and employee advocacy appear to hold more value.

In conclusion, this study reaffirms the strategic importance of employer branding for talent acquisition in the IT sector. However, it also urges employers to move beyond superficial tactics and adopt **holistic, authentic, and value-driven employer branding** strategies that resonate with millennials not only visually, but also emotionally and professionally.

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## ANNEXURE

### Survey Questionnaire: Employer Branding & Recruitment Preferences Among Millennials in the Indian IT Sector

#### Section A – Demographic Information

1. Age Group (Select one):

- 20–24
- 25–29
- 30–34
- 35+

2. Gender:

- Male
- Female
- Other

3. Location:

[Open-ended/Fill in the blank]

4. Current Employment Status:

- Employed in IT
- Job seeker in IT
- Student (looking for IT roles)
- Others

#### Section B – Employer Branding Awareness & Preferences

5. I am aware of the term “Employer Branding.”

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

6. To what extent do employer branding elements (like testimonials, office visuals, awards, etc.) impact your perception of a company's credibility?

- No Impact
- Low Impact
- Moderate Impact
- High Impact
- Very High Impact

7. Which of the following factors in an employer's brand influences your decision the most?

- Work culture
- Career growth opportunities

- Salary & Benefits
  - Work-life balance
8. How likely are you to apply for a job at an IT company that has strong employer branding?
- Very Unlikely
  - Unlikely
  - Neutral
  - Likely
  - Very Likely
9. Which of the following social media platforms do you primarily use to check employer branding?
- LinkedIn
  - Instagram
  - Facebook
  - Twitter
10. Would you apply for a job in a company that lacks strong employer branding if it offers a significantly higher salary?
- Yes
  - No
  - Depends on other factors
11. Do you consider a company's diversity & inclusion practices while applying for jobs?
- Always
  - Sometimes
  - Rarely
  - Never
12. Would you be willing to compromise slightly on salary for better employer branding and culture?
- Yes
  - No
  - Only if growth opportunities are better
  - Not sure
13. How likely are you to refer a company with strong employer branding to your peers, even if you don't join it yourself?
- Very Unlikely
  - Unlikely
  - Neutral
  - Likely
  - Very Likely
14. In your opinion, does strong employer branding increase your trust in the organization?
- Strongly Disagree
  - Disagree
  - Neutral
  - Agree

- Strongly Agree

15. On a scale of 1 to 5, how important is Employer Branding in influencing your job application decision?

- 1 (Not important)
- 2
- 3
- 4
- 5 (Extremely important)

16. I avoid applying to companies after reading negative reviews on sites like Glassdoor or AmbitionBox.

- Yes
- No

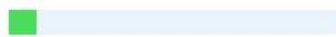
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