

Employee Perception on the Role of HR for Creating and Managing Employer Branding Towards its Brand: An Explorative Study

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Abstract

Employer brand is the image of your organization as an employer and how it is related to employees. Your employer value proposition (EVP) communicates that image to your target audience(s) and reinforces why talented people would want to join (and stay with) your organization. In the same way, it has been stated that it represents the organization as an employer and how this employer relates to its employees, not just the current employees, but potential employees as well. It is about branding and positioning the organization as an employer – as a great place to work. In this context, it is said that employer branding is a very complex concept. An employer brand is the expression of corporate culture and the corporate brand. Therefore, it will be a challenge to clearly isolate the factors of communication from other factors such as leadership, organizational structure, and other communication as well as personnel management. Hence, depending on the organizational structure, there might be different cultures within an organization. The size and organizational influence of each department will then also play a role. A big question is also where employer branding is driven in the organization and how it is supported by top management with a positive perception in the employees' minds.

Keywords : employer branding, corporate strategies, factor analysis, correlation

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Employer branding is the art of developing a charismatic image of a company that inspires the feeling of fear and respect, trust, and commitment in the minds of employees, customers, suppliers, and others interested stakeholders who deal with an organization. Hence, simply, employer branding means “How does the employer appear to the employee?” and it is the process of creating an identity and managing the organization’s image as an employer. As a result, it can work as a smart management tool for attracting and retaining talented potential workers so that overall, it would benefit the whole of the organization (Botha, Bussin, & Swardt, 2011; Lockwood, 2010). In the same way, it has been stated that all brands are identified by their personality and personal characteristics, but the brand is delivered by the people. In this context, the building of a brand is a corporate strategic issue and not a short- term tactical activity. Generally, it is revealed that employer branding has to be aligned and is congruent with a firm’s activities and policies for its employees, customers, public, and shareholders as well as with the value proposition towards its culture, systems, attitudes, and employee relationships. Through this way, it will encourage its people to embrace and further share goals,

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success, productivity, and job satisfaction both personally and professionally.

In this context, human resources strategy is significant for ensuring building a pool of talent which will bring success to the organization internally and externally to overcome difficulties. So, most of the reputed firms in the present era always give much importance in their own HR strategies which align perfectly with the business strategy to build a good work culture for employer branding.

Review of Literature

The review of literature in this study explores the important HR activities which have been mostly influenced by the corporate image of a company through incorporation of internal and external brand strategies with the belief and support of the top management to make a vibrant employer brand. In this context, a large volume of independent studies, PhD thesis, research papers tell about the value and worth of the HR practices towards strong employer branding.

According to Broek (2015), employer attractiveness is a more static concept in which a company determines its attractiveness elements. This means that this is the first phase of attractive applicants that is extremely important. Also, in this context, he recommended that the management should smartly audit the internal and external brand strategies of a company along with design of the company website, followed by creating clear and creative job vacancies.

George and Alex (2013) examined the impact of workplace spirituality on corporate financial performance. According to the authors, workplace spirituality has been referred to as an internal strategy for employer branding and is proportionally relative to the financial position of a company. In this study, the authors considered one hypothesis related to individual and organizational value towards corporate finance. Giacalone and Jurkiewicz (2003) stated that organizational and individual values are the prominent factors which significantly connect to the corporate image. To become a good employer brand, the management should be customized to a multi-cultural work environment at the workplace.

Sparrow and Otake (2015) forecasted that certain layout and principles are required to shape the work place for employer branding. The researchers stated the following information for good employer branding: consistency (which means promotion of the brand to give important touch points), ownership of the image, relevant power in relationship of organization value, risk, authenticity, transparency, and expertise. Carley, Punjaisri, and Cheng (2010) found that employer branding will succeed as a mentoring and guiding force for the internal HR practices of a company which will help a lot in employee satisfaction. The study also facilitated a comprehensive understanding of the implications of the aforesaid steps towards a good corporate brand image.

The changing economic position of the world highlights the tremendous importance of recruitment of good competitive employees from the market and alignment of HR practices to retain them. In this context, Wilden, Gudergan, and Lings (2011) stated that employer branding should have an important agenda within corporate planning so that the employer can send a positive image to the rest of the world such as clarity, credibility, and constituency of the organizational policy, thereby helping to make the employer brand a successful one. Subsequently, Dokania and Pathak (2014) stated that CSR is the key element of internal brand strategy of the company which is extremely useful in building a corporate image. The study defined that CSR activities have a significant and positive correlation with corporate image, especially employer image in the changing environment. As a result, it will help in increasing image building of the company.

The review of literature suggests that there are different internal and external practices that should be initiated by the management for a positive impact for employer branding. In the pursuit of our work, an explorative research had been carried out to identify the different dimensions of perceptive employer branding of an organization.

Research Objectives

Keeping in mind the present market scenario of various sectors, the followings main objectives of the study have been outlined:

- (1) To measure the organizational employees' perception, to focus on identifying employer attributes, and to align organizational structure and management practices.
- (2) To study the implementation of employer branding programme.
- (3) To position the organization as a leading firm in delivering its attributes.
- (4) To study external recognition of leadership in the identified employer attributes.
- (5) To study consistent messaging (internally and externally) of the attributes.
- (6) To understand the story of inventory that provides specific examples of how management programs and practices deliver value to employees.

Research Hypotheses

Based on the review literature and objectives of the study, the following null hypotheses were formulated.

- (1) **H1** : There is no correlation existing among the components of employer branding programmes.
- (2) **H2** : Significant relationships do not exist in the perception of employees regarding implementation of employer branding programme in the organization selected on basis of work group, education, and age.

Research Methodology

(1) Data : For this study, we selected a private sector company which is located in Odisha and collected samples from full time employees belonging to the company. The data had been collected during the summer of 2015 and hence the period of this study should ideally be considered as 2015-16. The present study being a problem identification research, a sample size of 100 was targeted from different sections of employees in different departments and finally we could achieve 60 samples. During the sample design some of the control categories/characteristics (based on the nature of population) were developed/ identified like work groups, education and age and quotas were assigned so that the proportion of the sample elements possessing the control characteristics would be the same as the proportion of population elements with these characteristics.

(2) Questionnaire for Employer Branding : For mapping employer branding, we had developed a standard research questionnaire with the help of academicians, managers in different industries and research persons. The questionnaire had 18 statements (items) having 5 point scale ranging from 5 (*Strongly agree*) to 1 (*Strongly disagree*) to measure the elements of employer branding value propositions. The respondents were asked to rate each item on a five point scale ranging from 5 (*strongly agree*) to 1 (*strongly disagree*).

(3) Demographic Profile of the Sample : The demographic profile of the respondents for the employer. An attempt has been made to define the profile of respondents of the esteemed organization who were working in various departments in the company. Among the 60 respondents, 50% of respondents were executive and the rest were non-executive. As far as age group is concerned, 52% (Table 1) of the respondents were less than 35 years of

Table 1. Demographic Profile of the Respondents

Demographic Profile of Respondents (N =60, Employer Branding)			
Stratification Variables	Category	Frequency	%
Work Groups	Executives	30	50
	Non-Executives	30	50
Education	Professional	29	48
	Non-Graduate Professional	31	52
Age	Less than 35 Years	31	52
	More than 35 Years	29	48

age and 48% of the respondents are more than 35 years of age. With reference to educational qualification of the respondents, 48% belong to professional categories where as 52% of respondents were non-graduates. Hence, in the above table it has been shown that the respondents answered the question proportionally, which helped a lot to overcome bias (Table 1).

(4) Reliability Test- Reliability Test Statistics: For this study, first we had used Cronbach alpha to test the reliability of the collected data for the propose study. Table 2 shows the reliability of the data, where the value of Cronbach's alpha was found to be 0.782, which shows that the data was 78.2% reliable. According to the principles of Cronbach alpha if lenient cut-off is equal or more than 0.6, it is acceptable in exploratory research. In the same way, it has been stated by Bernardi (1994) the alpha value should be greater than 0.70. It means the data had reliability for further study.

(5) Statistical Instruments Used for Measures: In this study, to analyze and interpret the collected date, various statistical measures such as Mean, Standard Deviation, Variance, Factor analysis, correlation and Regression analysis had been used. The analysis was performed using SPSS 19 (trial version) and MS Excel 2007. The variance is the mean squared deviation from the mean.

Analysis and Results of Employer Branding

(1) Overall Results of Employer Branding : The question wise mean scores of the total sample of 60 employees of the organization selected is presented in Table 3 and is classified on the basic of range, minimum, maximum, mean of individual statements along with standard deviation and percentage. Table 3 also represents the most important information (Rank) about contribution of items towards employer branding. From Table 3, we found that sum (all statements) of all mean average is only 55.57 which just above the 50%. It means that till now the perception of employees towards employer branding is only just above 50%. It proves that the management of the company will need to take action for improving the perception of employees related to employer branding through good messages for the external stakeholders about the brand name of the company. In this context, we found the items such as “Does employer branding have a greater scope in your organization?”, “How company

Table 2. Reliability Statistics

Cronbach's Alpha	No. of Items	No. of Cases
.782	18	60

can attract more high potential candidates”, and “Is your organization having separate budget for employer branding” have ranking one, two and three their individual percentages are 88.33, 78.67, and 71.66, respectively (Table 3).

(2) Analysis on the Basis of Work Groups (Executives vs. Non Executives) : Analysis of data collected from two work groups i.e. executives and non- executives in the selected organization revealed the significant difference between the group means. The executives (i.e.3.09) of the company have higher perception than the non executives (i.e.2.86). It has also been proved as compared with all level mean (i.e.2.96) (Table 4). Subsequently, analysing the individual statements between the groups based on individual mean values of different dimensions compared to all level mean of the work group, we found that maximum non executive perceptions are significantly lower than that of the executives. For the better understanding of the reader and interested stakeholders, here, we would explain the pattern of analysis of the proposed study. The collected data classified two group based on their rank and designation (i.e executives and non-executives). Subsequently, we calculated their individual mean values to find out significantly higher and lower differences, if existing between the groups using Z statistics. In the same way, both the groups have been compared all level mean to get more reliable result about the individual statements. Table 4 reveals that only two items i.e. “How company can increase the number of suitable application”, “Is there any difficulty in attracting quality staff in your organisation”, have no significant perception related to employer branding which means that the company can successfully get good numbers of applicants having potential, who are talented and committed to their work place and there are no difficulties faced by the management to attract quality staff to the company due to good reputation still in favour of the company. As a result, it has been proved from the table, the company management would like to take immediate action to know the perception of the employees about the systems, policies and mechanisms which drive employer branding.

(3) Analysis on the Basis of Across Educational Groups (Profession vs. Non Profession) : For the purpose of this analysis two categories of employees have been considered namely professional group and non professional group (Table 5). The analysis on the basis of across educational group revealed that there were differences in many attributes among the employees based on group mean. It revealed that professional people have obtained adequate information about company policies, systems, processes and mechanisms which were adequate for one to have strong employer branding in the present economic environment. In the same line, it has been stated that the perception of non professional people of the company is significantly lower with respect to the tools for employer branding. It has been proved by all level group mean. Subsequently, it is revealed from this study that all employees, irrespective of education confessed that the company can attract more high potential candidates within the present political and economic environment like organisations across industries that have implemented best policies to increase retention rate to keep talented employees in their organisation. Hence, it proved that the company management should take appropriate steps to communicate to employees who did not know the entire tools existing in the company for improving employer branding.

(4) Analysis on the Basis of Across Age Groups (More than 35 years vs. Less than 35 years) : For the purpose of this analysis respondents were categorised into two groups. The first group included respondents more than 35 years of age and second group included respondents up to 35 years of age. They were mostly having family responsibilities and incidentally this age group shouldered most of the workload of the organisation. The analysis of age group is presented in the Table 6. The analysis revealed that there is significant difference between the group means. It means the public sector units have slightly significant difference (2.97) than their private counterparts (2.97). From Table 6, we found very interesting result between the groups that a few items having significant difference between the groups, but it has been proved that there is no significant difference when

Table 3. Perception of Employees on Various Attributes of Employer Branding

Description/Attributes	N	Range	Min	Max	Mean	SD	Percentage	Var	Skew	Kurt	Rank
How can a company attract high potential candidates ?	60	4	1	5	3.87	0.92	78.67	0.85	0.27	-1.80	2
How can a company increase the number of suitable applications ?	60	4	1	5	3.20	0.68	65.00	0.46	-0.26	-0.79	6
there any difficulty in attracting quality staff in your organization ?	60	4	1	5	2.89	1.00	58.67	1.00	0.44	-0.59	10
Is your organisation resorting to any communication channels to promote/ strengthen its brand in the market?	60	4	1	5	2.16	0.37	44.00	0.14	1.86	1.51	17
How much attention has been paid to these employer branding elements internally?	60	4	1	5	3.10	0.30	63.00	0.09	2.77	5.84	7
Are people responsible for employer branding(HR) aware of employer branding as a concept ?	60	4	1	5	2.34	0.48	47.67	0.23	0.67	-1.60	16
Do these people know how to represent employer branding?	60	4	1	5	3.28	0.86	66.66	0.74	1.05	0.39	4
Whether these people have received any training in building employer branding?	60	4	1	5	2.95	0.80	60.00	0.65	0.29	-0.86	9
Is your organization having a separate budget for employer branding ?	60	4	1	5	3.52	0.81	71.66	0.65	1.09	-0.55	3
Does employer branding have a great scope in your organisation ?	60	4	1	5	4.34	0.48	88.33	0.23	0.67	-1.60	1
Do you know the steps of how to go about developing an employer branding ?	60	4	1	5	3.28	0.69	66.66	0.47	-0.42	-0.80	5
Is the employment branding programe solely needed to drive recruiting ?	60	4	1	5	2.02	1.28	41.00	1.65	0.65	-1.39	18
Does employer branding helps in measuring performance appraisal ?	60	4	1	5	3.07	0.40	62.00	0.16	3.71	17.86	8
How do the company training and development department increase employer branding ?	60	4	1	5	2.72	0.86	55.00	0.74	-0.07	0.94	11
How much do values and corporate social responsibility attract employees ?	60	4	1	5	2.62	0.66	53.33	0.44	-1.54	1.07	12
Does employer branding contribute to internal and external audience ?	60	4	1	5	2.62	0.66	53.33	0.44	-1.54	1.07	13
Does employer branding boost the productivity in every organization ?	60	4	1	5	2.62	0.66	53.33	0.44	-1.54	1.07	14
Does the employer branding proposition works effectively in every organization?	60	4	1	5	2.62	0.66	53.33	0.44	-1.54	1.07	15
Total=	53.23										

both the group compare with all level mean. Hence, perception of the employees towards employer branding is also satisfactory. In this regard, it has been suggested to the management of the company to take needful action to improve the perception among employees for the group where there are problems (Table 6).

Factor Analysis for Employer Branding

Factor analysis has been used to remove redundant variables from the survey data and to reduce the number of

Table 4. Analysis Across Work Groups

Work group	ALL Level (N=60)		Executives (N=30)		Non-executives (N=30)	
Description/Attributes	Mean		Mean	SD	Mean	SD
GROUP I Group Mean	2.96		3.09	0.29	2.86*	0.36
How can a company can attract high potential candidates ?	3.87		3.60*	0.93	4.17	0.83
How can a company increase the number of suitable applications?	3.20		3.13	0.63	3.30	0.70
Is there any difficulty in attracting quality staff in your organization?	2.89		2.93	0.87	2.87*	1.14
Is your organization resorting to any communication channels to promote/ strengthen its brand in the market ?	2.16		2.30	0.47	2.03*	0.18
How much attention has been paid to these employer branding elements internally ?	3.10		3.00	0.00	3.20	0.41
Are people responsible for employer branding(HR) aware of employer branding as a concept ?	2.34		2.70	0.47	2.00*	0.00
Do these people know how to represent employer branding ?	3.28		2.97*	0.18	3.63	1.10
Whether these people have received any training in building employer branding ?	2.95		3.33*	0.76	2.60*	0.67
Is your organization having a separate budget for employer branding ?	3.52		3.03	0.18	4.03*	0.89
Is employer branding has a greater scope in your organization	4.34		4.03	0.18	4.63*	0.49
Do you know the steps of how to go about developing employer branding ?	3.28		3.53	0.57	3.07	0.69
Is the employment branding programme solely needed to drive recruiting ?	2.02		3.07	1.08	1.00	0.00
Does employer branding helps in measuring performance appraisal ?	3.07		3.13	0.57	3.00	0.00
How company training and the development department increase employer branding ?	2.72		3.03	0.67	2.47*	0.90
How much do values and corporate social responsibility attract employees?	2.62		2.93	0.37	2.37*	0.72
Does employer branding contributes to internal and external audience?	2.62		2.93	0.37	2.37*	0.72
Does employer branding boost the productivity in every organization ?	2.62		2.93	0.37	2.37*	0.72
Does the employer branding proposition works effectively in all organisations?	2.62		2.93	0.37	2.37*	0.72

Note: ' * ' --> Significantly Lower@95% Level Compared with the other Group mean & ' _ ' --> Significantly Higher/Lower@95% Level from the All Level Score

variables into a definite number of dimensions. The analysis was done in SPSS19.0. Factor analysis was performed using principal components extraction methods with varimax rotation. The number of variable reduced from 18 to 17; further, the variables were classified under six dimensions based on the factor loading scores. Before analysis all of the variables, we would explain briefly reliability of data related to factor analysis.

(1)Kaiser Meyer Olkin (KMO) and Bartlett's Test : To determine the appropriateness of factor analysis for identified variables of employer branding, Kaiser Meyer Olkin (KMO) test and Bartlett's test were performed. KMO measures the magnitude of observed correlation coefficients to the magnitude of partial correlation coefficients whereas Bartlett's measures the correlation of variables. The KMO measure was observed to be 0.762 and Bartlett's test showed a value of 0.00. Hence, it can be interpreted that there was no error in 76.20% of the sample. The level of significance, which is less than 0.05 is desirable and acceptable as shown in Table 7. Finally, it can be concluded that data collected for this research was appropriate for factor analysis. It is recommended to

Table 5. Analysis Among Educational Groups

Work group	ALL Level (N=60)	Professional (N=29)		Non-Professional (N=31)	
		Mean	SD	Mean	SD
GROUP I Group Mean	2.96	3.01	0.28	2.89*	0.23
How can a company attract high potential candidates ?	3.87	3.69	0.89	4.00	0.94
How can a company increase the number of suitable applications?	3.20	3.03*	0.68	3.36*	0.60
Is there any difficulty in attracting quality staff in your organization?	2.89	3.17	1.07	2.58	0.90
Is your organization resorting to any communication channels to promote/ strengthen its brand in the market place?	2.16	2.17	0.38	2.15	0.36
How much attention has been paid to these employer branding elements internally?	3.10	3.03	0.19	3.15	0.36
Are people responsible for employer branding(HR) aware of employer branding as a concept?	2.34	2.38	0.49	2.30	0.47
Do these people know how to represent employer branding?	3.28	3.28	0.75	3.27*	0.94
Whether these people have received any training in building employer branding?	2.95	3.17	0.85	2.73	0.72
Is your organization having a separate budget for employer branding?	3.52	3.52	0.83	3.52	0.80
Does employer branding have a great scope in your organization?	4.34	4.21*	0.41	4.48	0.51
Do you know the steps of how to go about developing an employer branding?	3.28	3.41	0.63	3.12*	0.74
Is the employment branding programme solely needed to drive recruiting?	2.02	2.21	1.32	1.82	1.24
Does employer branding helps in measuring performance appraisal?	3.07	3.03	0.19	3.09	0.52
How company training and development department increase employer branding?	2.72	2.79	0.68	2.61*	1.03
How much do values and corporate social responsibility attract employees ?	2.62	2.76	0.58	2.45	0.75
Does employer branding contribute to internal and external audience ?	2.62	2.76	0.58	2.45*	0.75
Does employer branding boost the productivity in every organization?	2.62	2.76	0.58	2.45*	0.75
Does the employee branding proposition works effectively in every organization?	2.62	2.76	0.58	2.45*	0.75

Note: ' * ' --> Significantly Lower@95% Level Compared with the other Group mean & ' _ ' --> Significantly Higher/Lower@95% Level from the All Level Score

accept Kaiser Mayer-Olkin (KMO) test (1974) values greater than 0.5. A measures >0.9 is “marvelous”, > 0.8 is “meritorious”, > 0.7 is “middling”, > 0.6 is “mediocre”, > 0.5 is “measurable” and < 0.5 is unacceptable.

SPSS has identified 17 linear components with the data set and the study found all components with Eigen value greater than 1 are extracted, which leaves 4 factors. In the same line, the index of the present study accounts for 82.123 of the total variance for employer branding.

(2) Results of Rotated Factors Analysis: Based on the factor loadings, the variables of employer branding in the present study can be compressed to four factors and on the basis of the nature of variables included in different factors, these can be termed as Scope and Opportunities for Employer Branding, Policies and system for Employer Branding, Communication for Employer Branding, Accountability and responsibilities for Employer Branding.

(i) Factor-1 : Scope and Opportunities for Employer Branding : The first factor was formed with all most half of the variables having an Eigen value of 7.970. All the nine variables together explained 44.28% of the variables (Table 9). The first factor having nine variables, out of them “how much values and corporate social responsibility attract employees”, “is employer branding contributes to internal and external audience” and “does

Table 6. Analysis Across Age Groups

Age group	ALL Level (N=60)	< 35 yrs.=(29)		>35 Yrs (N=31)	
Description/Attributes	Mean	Mean	SD	Mean	SD
GROUP I Group Mean	2.96	2.97	0.26	2.97*	0.24
How can a company attract high potential candidates ?	3.87	4.07	0.92	3.71*	0.90
How can a company increase the number of suitable applications ?	3.20	3.24	0.64	3.19	0.70
Is there any difficulty in attracting quality staff in your organization ?	2.89	2.86*	1.09	2.94	0.93
Is your organization resorting to any communication channels to promote/ strengthen its brand in the market?	2.16	2.17	0.38	2.16	0.37
How much attention has been paid to these employer branding elements internally ?	3.10	3.03	0.19	3.16	0.37
Are the people responsible for employer branding(HR) aware of employer branding as a concept?	2.34	2.31	0.47	2.39	0.50
Do these people know how to represent employer branding?	3.28	3.41	0.91	3.19	0.79
Whether these people have received any training in building employer branding?	2.95	2.93*	0.80	3.00	0.82
Is your organization having a separate budget for employer branding ?	3.52	3.55	0.87	3.52	0.77
Does employer branding have a great scope in your organization ?	4.34	4.34	0.48	4.32*	0.48
Do you know the steps of how to go about developing employer branding ?	3.28	3.31	0.66	3.29*	0.69
Is the employment branding program solely needed to drive recruiting ?	2.02	1.86	1.22	2.19	1.35
Does employer branding helps in measuring performance appraisal ?	3.07	3.03	0.42	3.10	0.40
How company training and development department increase employer branding ?	2.72	2.86	0.99	2.65	0.66
How much do values and corporate social responsibility attract employees ?	2.62	2.62*	0.68	2.68	0.60
Does employer branding contribute to internal and external audience ?	2.62	2.62*	0.68	2.68	0.60
Does employer branding boost the productivity in every organization ?	2.62	2.62*	0.68	2.68	0.60
Does the employer branding proposition works effectively in every organization ?	2.62	2.62*	0.68	2.68	0.60

Note: ' * ' --> Significantly Lower@95% Level Compared with the other Group mean & ' _ ' --> Significantly Higher/Lower@95% Level from the All Level Score

Table 7. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.762
Bartlett's Test of Sphericity	Approx. Chi-Square
	1243.097
	Df
	153
	Sig.
	.000

employer branding boost to productivity in every organisation” are loaded with the highest score of .978, .978 and .978 respectively. It has been stated that the organisation possessed adequate scope and opportunities for generating employer branding. In this context, it has been proved that the other variables in factor one, i.e. greater scope in your organisation and training related to branding secure highest loading factors. Needless to say that the management has to implement proper measures to increase the perception level of internal and external stakeholders about employer branding The management also ought to take extra care in providing training to create awareness about employer branding.

Table 8. Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
How can a company attract high potential candidates ?	8.0	44.3	44.3	7.3	40.6	40.6
How can a company increase the number of suitable applications ?	2.9	16.3	60.6	2.7	15.1	55.7
Is there any difficulty in attracting quality staff in your organization ?	1.8	9.9	70.5	1.9	10.3	66.1
Is your organization resorting to any communication channels to promote/ strengthen its brand in the market?	1.1	6.1	76.6	1.5	8.2	74.3
How much attention has been paid to these employer branding elements internally ?	1.0	5.6	82.1	1.4	7.9	82.1
Are the people responsible for employer branding(HR) aware of employer branding as a concept?	.9	5.1	87.2			
Do these people know how to represent employer branding?	.6	3.6	90.8			
Whether these people have received any training in building employer branding?	.5	2.8	93.6			
Is your organization having a separate budget for employer branding ?	.3	1.8	95.4			
Does employer branding have a great scope in your organization ?	.3	1.4	96.8			
Do you know the steps of how to go about developing employer branding ?	.2	1.1	97.9			
Is the employment branding program solely need to drive recruiting ?	.1	.8	98.8			
Does employer branding helps in measuring performance appraisal ?	.1	.5	99.3			
How company training and development department increase employer branding ?	.1	.5	99.8			
How much do values and corporate social responsibility attract employees ?	.0	.2	100.0			
Does employer branding contributes to internal and external audience ?	.0	.0	100.0			
Does employer branding boost the productivity in every organization ?	.0	.0	100.0			
Does the employer branding proposition works effectively in every organization ?	.0	.0	100.0			

(ii) Factor-2: Policies and Systems for Employer Branding : The second factor was formed with three variables with the name “Policies and system for Employer Branding”. Among the four variables, organisation having separate budget for employer branding got very good scores (0.884) (Table 9) which means that the top management will make provision for special budget to enrich organisational climate which helps a lot in creating awareness related to good employer branding. In the same line, it has been stated that the people of the organisation have adequate information and awareness about employer branding and this factor obtained second highest factor score (0.868). This implies that the employees of the organisation having high integrity are in

favour of organisational ethos and values which help in high retention of employees in this organisation. In contrast, the organisation was not able to attract highly talented potential candidates. This has been proved in the third variable factor scores (.601) with in the second factor of policies and system for employer branding.

(iii) Factor-3: Communication for Employer Branding : The third factors was formed with two variables “is there any difficulty in attracting quality staff in your organisation” and “is your organisation resorting to any communication channel to promote strengthen brand in the market price” having variables factors (-.662 &.731) (Table 9). This means that the organisation promptly used communicational channels to promote and strengthen brands within the market. In this context, it has been proved that top management communication should be in the

Table 9. Rotated Component Matrix^a

		Component			
		Scope and Opportunities for Employer Branding	Policies and system for Employer Branding	Communication for Employer Branding	Accountability and responsibilities for Employer Branding
Factor-1	How much attention has been paid to these employer branding elements internally ?	.666			
	Whether these people have received any training in building employer branding ?	.582			
	Does employer branding have a great scope in your organization?	.833			
	Do you know the steps of how to go about developing employer branding?	.760			
	How does the company training and development department increase employer branding?	.864			
	How much do values and corporate social responsibility attract employees?	.978			
	Does employer branding contribute to internal and external audience ?	.978			
	Does employer branding boost the productivity in every organization ?	.978			
	Does the employer branding proposition works effectively in every organization ?	.978			
Factor-2	How can a company attract more high potential candidates?		.601		
	Do these people know how to represent employer branding?		.868		
	Is your organization having a separate budget for employer branding?		.884		
Factor-3	Is there any difficulty in attracting quality staff in your organization?			-.662	
	Is your organization resorting to any communication channels to promote/strengthen its brand in the market place ?			.731	
Factor-4	How can a company increase the number of suitable applications ?				.938
	Are people responsible for employer branding(HR) aware of employer branding as a concept ?				.587
	Is the employment branding program solely needed to drive recruiting ?				.561
	Does employer branding helps in measuring performance appraisal ?				.726

directions which will attract quality staff in your organisation. Finally, it can be concluded that adequate awareness is required to attract potential candidates.

(iv) Factor-4: Accountability and Responsibilities for Employer Branding : This factor is formed with four variables; out of them “how company can increase the number of suitable application” got a higher factor score of (.938). This variable revealed that company could achieve suitable number of applications for vacancies but could hardly recruit potential candidates. In the same line, it has been stated that employer branding helps a lot to increase and measure actual performance of the employees which is linked to the promotion of the employees in the organisation. In contrast, it has been linked to financial performance of the company. In the end, we found that, HR is also responsible for awareness about employer branding as a concept.

(3) Correlation : Through correlation, we found from Table 10 that positive correlations of coefficient having statistical difference among the factors of factor analysis. Out of four factors, we found three factors i.e. (Scope and opportunities for employer branding, Policies and system for employer branding and communication for employer branding) having positive correlation with each other, whereas, another factor named “accountability and responsibilities for employer branding” has negative correlation with rest of three factors of the organisation. Hence, it proved that the three variables are perfectly positively correlated and lie on a positively sloped straight line. Degrees of association among the variables are 0.776 and 1, whereas accountability and responsibilities for employer branding have degree of association of -.680 with other variables. Therefore, it supports the hypothesis and makes clear that an improvement is essential for improving the level of employer branding within the organisation, which in turn will bring positive changes in organizational performance of the company. Basically it would help a lot in enhancing reputation for employer branding. In this context, we also said that the top management ought to take proper steps for policies and systems within the organisation which will help in employer branding. In this context, it has been proved that the null hypothesis is rejected and it is clear that there is a lot of scope for further improvement for long term benefit of the company brand.

Managerial Implications

Irrespective of the differences in views of different segments of people in the population (generalized from the sample results), it can be said that people greatly value employee branding. Because the first factor discovered in this study in the context of employer branding, there is a large degree of scope for building it. Employer branding can be used not only for attracting best talents from the industry but also to retain them. Secondly, people strongly believe in it, and hereby, it is recommended that there should be policies and systems dedicated to employer branding. Employer branding should not only be done, it should also be communicated to people internally and externally. Additionally, like other functions employer branding should also be taken as a responsibility of the management and management should be accountable for it.

Conclusion

Employer branding is the response of Human Resources Management to market circumstances. Very important factor in achieving employer branding objectives is to have a clearly defined employer brand strategy. In this study, we found that the company management should take extra care in recruitment and selection process without bias where it will help the company to measure the performance level of employees, which in turn is linked to promotion of individual employees (How does organization attract talented people to it?)

In the same way, we suggest to the company to think about its communication system for interested stakeholders (How does organization talk to its talented people?) which will help in creating good relationship

Table 10. Correlations

	Scope and Opportunities for Employer Branding	Policies and Systems for Employer Branding	Communication for Employer Branding	Accountability and Responsibilities for Employer Branding
Scope and Opportunities for Employer Branding	1	.776	1.000	-.680
Policies and Systems for Employer Branding	.776	1	1.000	-1.000
Communication for Employer Branding	1.000	1.000	1	-1.000
Accountability and Responsibilities for Employer Branding	-.680	-1.000	-1.000	1

Correlation is significant at the 0.01 level

among the key components of employer branding. Here we also suggest the management of the company as suggested by Harris (2010) that the organisation must focus on the main components of employer branding such as employee engagement, employee communication, training and development, and external reputation. In this context we found that one of the factors of the factor analysis is not positively correlated with the other factors; hence it is advised to the company management to focus on accountabilities so that it has positive degree of association with rest of factors. In the same line, it is being suggested to the company to develop organisational values through leadership development, planning and creating control systems for uncontrolled things. At last, we suggest to the management of the company to take needful actions to implement competency- based HR systems, strategize to develop people, optimize resource allocation, enhance services, and create efficiencies among employees. In addition to this, it will create organizational capability to engage, and retain the right people and sustain the organization's capability to perform over time.

Limitations of the Study and the Way Forward

The present study is based on data gathered from a private organization in the state of Odisha. Hence, the findings of the study may not be properly generalized to public sector organizations and beyond the geographical boundaries of the state. Secondly, if the sample size is increased, the results may change since a more representative sample will be constituted. However, findings of the present study can serve as a basis for further conclusive researches.

The result of this study is mainly focused on a private sector unit in Odisha, but in general it can also be applied to the other industries in India and abroad depending on the organizational structure, culture and size of the organisation. However, this research study has substantial scope for extension – both in terms of breadth as well as depth.

The present study attempts to find out the problem areas about employer branding and its influencing factors for interested stakeholders. From this study, it is clearly revealed that there is considerable scope for development and implementation of appropriate HR programmes for creating awareness about employer branding. By doing this, we can ensure enhancement of employee competencies, dynamism, motivation and effectiveness in a systematic and planned way. Additionally, employers also need to understand the impact of brand communication and overall corporate brand on existing employees.

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