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EMPLOYER BRANDING: STRATEGY FOR IMPROVING
ORGANIZATIONAL COMMITMENT IN INDIAN IT SECTOR

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ABSTRACT

Many companies seek to gain sustained strategic advantages in the highly competitive industry in order to make profit and to thrive. In this scenario, human resources, particularly in the service-based sectors, became vital in achieving competitive advantage. Talented employees inside the corporation must be maintained to gain a strategic edge. Employers use employer branding to differentiate their company, establish a reputation to become a desirable place to function, and recruit and maintain skilled workers within organisations. The main purpose of the research was to investigate the impact of perceived employer branding on the perceived organisation culture as well as the employee commitment. Convenient sampling and data collection technique was the sampling approach. The data was evaluated using correlation and regression analysis. Results of the analyses suggest that the perceived employers' branding has an important impact on the perceived organisational culture and identity of the employees.

Keywords: Employer Branding, Commitment, Development value, Attractiveness, Economic value

Introduction

Employer branding in all countries and all industry fields is a hot subject in all sizes. The Talent Brand Index survey finds that in 2013, 94% of businesses expect to raise or preserve the brand expenditure for their employers (Hoye van, et al. 2013). "The opportunity to consider better how the business is viewed by major technical markets allows you to take action to attract more experts you most want to recruit," says Steve Barham, Senior Manager of linkedin Talent Solutions. "Organizational engagement has become a popular topic of research and will continue to be a major focus in management research (Ito et al. 2013). Organizational obligations Organizational commitments can be characterised as the strength of person identity and participation in an entity. Mowday et al. distinguish between three facets of organisation's cooperation (Miller & Lee, 2001). The firms trust and embrace the goals and principles of an organisation. Generally, the relative influence of various motivational – mindset systems to job actions under different circumstances has been studied quite little study. The presumption that good employer labels will serve as a backdrop to the dedication must be checked either explicitly or implicitly (Callea et al. 2016). Management assumes that a high degree of efficiency, with an improvement in person and organisational results, is likely to increase production. The branding of employers is completely different (Hanin et al. 2013; Sharma et al. 2018). The analysis of branding and corporate interaction has already been carried out in the West with a lot of space for its review in and developed countries such as India (Backhaus, 2016). This study also involves research into branding and organisation. The purpose of this research is to explore the connection between the employer branding and the organisational interaction dimensions. In other terms, the thesis aims to resolve the divide by exploring whether a marketed company will contribute to workers. Meyer and Allen built an organisational loyalty model with three components (Meyer & Allen, 1997). Their emotional commitment represents the "want to remain" component; a continued commitment is an individual's awareness of expense involved with stopping the partnership and thoughts of "must be" component; and normative commitment is a desire of an individual to remain in a corporation attributable to an emotional connection to an entity To examine the impact of workplace branding on corporate participation, the study describes the IT industry as the Indian IT sector, facing the largest challenge of employee retention. Many big IT businesses have been reporting on a rising employee pattern. TCS, Infosys and Accenture are a few businesses in which turnover of workers has become an important sector. The IT Company, with more than 3 million workers, therefore has the greatest challenge to loss skilled personnel to startups and digital

businesses in the modern century. It is very necessary for businesses to turn to talent techniques in these circumstances.

Literature Review

A study of employer branding literature, its proportions and the contribution of the organisation to the development of the strategic model has been undertaken. In their article, "Employer Branding," Ambler and Barrow (1996) designated and defined employer branding as an employee benefits policy. The role of employer branding is to resolve the motivation, loyalty and devotion of employees. The branding of employees is thus an adhesive that tends to connect the interest, retention, accomplishment and emphasis of the numerous organisational outcomes (Brusch et al. 2016). The present research selected organisational engagement as the optimal result for branding workplaces as an effective consideration for the retention of employees. The style and prestige of their offices are also quite significant. Employer branding increases workforce appreciation and builds a strong business effort (Cheah et al. 2016). Branding builds the confidence and dedication of employees. Castro et al. examined the personality of the boss with a large degree of attendance. The findings of D'Amato & Herzfeldt (2008) indicate that labelled employers shape employee habits that affect employee satisfaction, performance and productivity.

Han et al. 2010 stressed branding managers rising staff involvement in reducing the challenge of absenteeism, high turnover rates and weak workforce jobs. When employees are satisfied with their work, organisation performance increases as employee happiness usually blends increased morals and business efficiency.

Branding strategies should also take into consideration not just potential clients but also internal ones; companies should aim to recruit, keep and engage employees to the corporate project by meeting their desires and wishes (Raziq & Maulabakhsh ,2015). Employer branding frequently allows for mutual benefits and the happiness of workers Via this affective interaction, the employee's commitment with the workplace brand becomes a key indicator in the partnership between the employer and the employee and is thus conducive to positive behaviour such as a desire for help or a willingness to more growth (Ruchika & Prasad , 2017). The association between branding and company engagement was explored by Ito et al. 2013. Findings reveal that the business image is used to both attract new hires and to make sure current workers are trustworthy . Identification of a business will determine the sort of workplace a company wants to be to build a clear structure to automate and concentrate on goals, maximise efficiency and enhance training, loyalty and dedication (Edwards, 2010). Employers' labels also have a significant potential to shape the population as well as to build talent campaigns to increase results. Ritson 2002;

Sharma et al. 2018) argues that businesses with good job branding will decrease the costs of workforce acquisition, increase employee experience, enhance employee satisfaction, and even minimise compensation for equivalent jobs.

Practitioner writers conclude that the business's long-term corporate success and well-being depends on how well the company can target, maintain and cultivate talented workers (Cheese et al. 2008).

Engaged business usually means the appreciation of corporate values and priorities by employees and the ability to invest an extra mile on the enterprise (Tanwar, 2017) whereas the importance of workplace branding in establishing an organisational dedication has been stressed in a few studies in the past (Rana et al. 2019). Strong employer identification encourages employees to contribute back to the company. A well-managed employee brand often improves employee satisfaction, engagement and production efficiency (Xia & Yang, 2010). The issue above suggests that employer branding is positively connected to corporate involvement. The literature also suggests that the notion of employer branding as an organisational communication instrument needs to be more discussed. Rana & Sharma (2019) discussed in their research paper that relationship between attributes of employer branding i.e. reward strategy; people orientedness; leadership development & talent retention at higher educational institutes from Uganda can be empirically developed and examined (Rana et al. 2016). The authors found the significant impact of reward strategy and people orientedness towards employee retention instead of leadership development Rana & Goel (2017) attributed this inconsistency in results of leadership and employee retention to the study being conducted in different settings. Tanwar (2017) published an analysis to explore the relationship between employer branding characteristics and organisational engagement. The technique used for the research was a confirmatory factor review. Structural equation modelling was used as an analysis technique to assess the value of employer branding for corporate engagement. Production and social meaning as two characteristics of employer branding have been found to be the most important influences among the five attributes influencing organisational engagement. The study attempted to view the role of employer branding in the context of current workers for a developing nation like India. Sommer et al. (2017) concluded in their research paper that company creativity limited to employer identity is a significant factor in enhancing employee general expectations as well as in recruiting creative workers (Rana et al. 2010)

Hypothesis: There is significant relationship between employer branding practices (Interest value, Development value, Economic value, Social value, Application value) and commitment. Also, employer branding practices will significantly predict organizational commitment.

Methodology

Sample

One eighty employees from various IT industries were approached use the convenience sampling for data collection purposes. Questionnaires were used to gather data on EB and OC Using questionnaires, information was obtained regarding individuals such as gender, age, highest qualification, experience and rank.

Table 1: Frequency for demographic variable taken in paper

Demographic variables	occurrence	%
Gender		
Men	110	61
women	72	40
Total	180	100
Age in years		
20-29	32	17
30-39	54	30
40-49	47	26
Above 50	47	26
Total	180	100
Highest qualification		
Senior secondary	17	9
Diploma	12	6
Graduation	73	40
Post graduation	78	43
Total	180	100
Experience		
1-15	49	27
16-30	67	37
31-45	64	35
Total	180	100

Instruments

With the help of two measuring devices, data were obtained. A summary of every measurement is below.

1. EB has been measured by a 25-item scale developed by Berthon et al. 2005. The scale identifies five dimensions. These are social value, development value, interest value, economic value and application value. The instrument has been used in different countries establishing its validity in diverse contexts and across different occupational levels. The reliability coefficients for these dimensions

are .91,.91,.89,.91 and .91 respectively. Participants were asked to respond on a 5-point Likert scale (1 = strongly disagree; 5 = strongly agree).

The dimensions of employer branding have been defined below:

1. Interest value: Assesses the extent to which an individual is attracted to an employer that provides an exciting work environment, novel work practices and makes use of employee creativity to produce high-quality, innovative products and services.
2. Social value: Assesses the extent to which an individual is attracted to an employer that provides a working environment that is fun, happy, and offers good collegial relationships and a team atmosphere.
3. Economic value: Assesses the extent to which an individual is attracted to an employer that provides above-average salary, compensation package, job security and promotional opportunities.
4. Development value: Assesses the extent to which an individual is attracted to an employer that provides recognition, self-worth and confidence coupled with a career-enhancing experience and a springboard to future employment.
5. Application value: Assesses the extent to which an individual is attracted to an employer that provides an opportunity to employees to apply what they have learned, and to teach others in an environment that is both customer orientated and humanitarian.

Organizational Commitment

OC was measured on a scale of 18 items produced by Allen and Meyer (1997). The test describes three dimensions, such as an affective commitment (positive emotional connection to the organisation), a continuing commitment (a psychosomatic attachment of the member to the organisation) and a normative commitment (based on the individual's sense of moral obligation to the organisation).

Table 2:Mean, Standard Deviation and Intercorrelation between Description of EB and OC (N= 180)

S.no.	Variable	Mean	S.D	1	2	3	4	5	6
1	Interest value	3.4879	.69872	1					
2	Social value	3.8713	.55080	.27**	1				
3	Economic value	3.8042	.61059	.23**	.28**	1			
4	Development	3.8321	.55272	.14*	.24**	.35**	1		

5	Application value	3.7375	.59648	.17**	.20**	.20**	.25**	1	
6	Organizational commitment	3.3756	.3465	.35**	.45**	.49**	.42**	.52**	1

Source: Authors' own; Note: **Correlation is significant at .01 level (2-tailed)

Table 3: Stepwise Regression Analysis Showing Employer Branding Practices Dimensions as Independent Variable and Organizational commitment as Predictor Variables (N = 180)

Variables	R	R ²	SEM	F-Value	D.F	β-Value
D.V: Organizational commitment						
EBI	.30	.31	0.420	81.82	1,177	.36
EBI,EBS	.29	.39	.332	25.53	1,176	.23, .21
EBI,EBS, EBE	.48	.52	.309	71.52	1,175	.14, .12, .53
EBI,EBS, EBE, EBA	.23	.45	.207	61.23	1,174	.11,.19,.49, .47
EBI,EBS,EBE,EBA, EBD	.52	.49	.305	87.33	1, 173	.13,.22, .42, .43, .56

The stepwise regression of all employers branding (see Table 3) is seen. The interest value predict organisational commitment (OC), with multiple Rs as .30 (F= 81,82 **, p<.01, β =.36, R2=.31), and the social value with multiple R as seen .29 (F= 25.53 **, p<.01, β =.21, R2=.39), The estimation of a 49% difference in employer Economic value prediction was based on the following values: .48(F=71.52, , p<.01, β=.53, R2=.52), application value, with multiple R values, as .23(F=61. 23**, p<.01, β=.47), multiple R development value (F=87,33*, p<.01, β=.56, R2=.49). The development value was seen as the best predictor of commitment with beta value of .56 followed by application(.42) and economic value (.43). Based on the results obtained, we may assume that the assumptions at .01, although achieving a significant and positive association

between the EB dimensions and OC, were maintained. And employer branding also predict OC considerably.

Discussion

The statistical results indicate a good partnership between employers' brand and organisation. The general conclusion of the analysis indicates the variables otherwise defined as engagement predictors. The various organisational circumstances in an IT sector impact the state of employer branding and the commitment of the company and hence can be said to be a good phenomena of organisational commitment and employer brand. Study reveals that employer brand elements, like the aspects of work life harmony and community, have a stronger impact on the corporate commitment than those of an alien type, such as pay and work climate. Rana & Rastogi (2015) also investigated that of the five employer branding systems. The only economic and growth value that is most interesting and essential for the purpose of turnover is interest value, social value, creation value, economic value, and implementation value. It was proposed by authors that new generation employees prefer learning and development opportunities more rather than income/pay checks. Researchers proposed that certain training programs, stress reliving workshops, supervisor counseling sessions, and team building exercises are affect turnover intentions. The research studied numerous preceding variables and outcomes of employer branding and found organisational support, organisational reputation, practical work previews; organisational confidence, top management leadership, psychological contract responsibilities, influenced employer branding, which can affect organisational efficiency (financial and non-financial) either positively or negatively (Rana, and Sharma, 2019) Employee branding is a specific type of organisational identity regulation in which employees establish self-images and directives that are deemed in accordance with management objectives. The goal is to make it easier for workers to have connections with themselves and their brand name, both emotional and psychological. The above results indicate that employees are usually associated with modern, adventurous companies and want to see a welcoming and positive boss. They also place great emphasis on the beauty and prestige of their workplace. Worker branding has brought meaning to the company and its employees (Rana et al. 2019). Table 3 reveals that the employer's branding specifically predicts the organization's dedication. The findings suggest that business branding at the workplace motivates and empowers employees to have stable jobs and development opportunities for continuing education for a range of varied and satisfied needs, and they feel that they should be dedicated to the organisation (Ruchika, & Prasad, 2017).

Research limitations/implications

First of all, this analysis is a glimpse that could not capture the complex essence of the commitment of the company. Secondly, it may be helpful to observe the complex existence of this variable over a period of time. The research did not take into consideration normative measures such as personal moral values that often assess loyalty and which once have defined, exercises, consistent and long-term behavioral influences. There was also no cumulative or conceptual connection of results from participating and employer branding study into a cohesive structure that can be extended to management activities in the field of employment. For more scientific research, further methodological clarity is required for a comprehensive commitment theory.

Conclusion

The above results suggest that IT workers usually want to be related to modern, adventurous organisations. Managers also want their workplaces to be fashionable and prestigious, sustainable and stable. This dual study is a remarkable research that contributes immensely to existing literature. Although the results indicate that employer branding have an effect on OCs as a whole (as a whole). As far as the dedication of the employees to a firm is concerned, it is feasible for the IT sector to dedicate itself to the accomplishment of the company's targets and, finally, to eliminating absenteeism trends and to achieve full retention through branding employers. Findings indicate that employer branding offers a credibility for company as the best working atmosphere and that employers must offer a variety of practical, physical, social and psychological benefits, as well as the morale of their staff by hiring and retaining the best talent. Employer branding therefore has an effect on the retention and loyalty of workers.

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