



# EMPLOYER BRANDING AND EMPLOYEE ENGAGEMENT AMONG INFORMATION TECHNOLOGY (IT) PROFESSIONALS OF SELECTED INDIAN IT COMPANIES

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## Abstract

Employee engagement ensures active involvement of the employees towards their defines job responsibilities and larger objectives of the organisation. High level of engagement is determined by different factors which is being influence by the employer brand. The aim of this study is to determine the key factors of employer branding and employee engagement. Also the paper analyses the relationship between employer branding and employee engagement. The researcher collected the primary data thorough questionnaire which was designed to collect form IT professionals who are working in different IT companies in Bengaluru. The data was analysed using descriptive statistical methods and hypothesis testing. Results indicated that there was a strong relationship between employer brand and employee engagement. Factors like brand loyalty, internal branding, commitment, vigour and supervisor and organization support.B

Keywords: Employer brand, Employee engagement, Brand Loyalty

## 1.0: Introduction

Information Technology (IT) companies in India have played a key role in the generation of employment and also a significant contribution to the GDP our own country. In India, Information Technology (IT) companies have paved way for the creation of new generation of skilled workforce and entrepreneurs who can deliver world class IT products and service from the different cities of India. The IT companies in India within a span of three decades have created enormous wealth, world class infrastructure, able to set up their subsidiaries in many parts of the world, continuously created the ecosystem which nurtured innovation and reliable deliverable system to meet the needs of the clients from around the world. In the present day lakhs of Information Technology (IT) companies

have transformed the technological landscape of our country by generating employment and reliable services for the global requirements. Many firms have achieved great success in the market by attracting the best minds of the trade and also providing necessary career development opportunities.

Retaining the capable employees has emerged as the most challenging assignment for HR experts.

The key challenge which has drawn the attention of many experts is about engaging employees. It has become essential to train the employees to be emotionally and physically committed to the organization and to their own responsibilities. Employee engagement enhances the employees' performance, loyalty and employee satisfaction. Business organizations are constantly designing and implementing the engagement policies, systems and processes so that they develop good employer brand.

## 2.0: Literature Review

**Burawat et al.,(2014)** did a study on the effect of employee engagement on employer branding and the discretionary effort. Survey covering 1349 employees working in Thailand petroleum industry. Results indicated that a strong relationship existed among employer branding, employee engagement and discretionary effort.

**Asif et al.,(2020)** analysed the mediating role of employee engagement on employer branding and the organizational outcomes. Structural equation model was adopted to analyse the data collected and the results indicated that there existed a full mediating role of employee engagement on employer branding, employee performance and turnover.

**Piyachat (2015)** conducted a study related to the relationships between employer branding, employee engagement and also expectations of employees in the service industry. Survey was made to collect the 400 employees' opinion from service industry. The results indicated that a strong positive relationship existed between employer branding, employee engagement and employee expectation.

**Irena and Ewa (2013)** focused on employer branding as a key human resource management strategy in their research work. The objective of the study was to bring out the key elements of employer branding, reasons for developing the employer branding, internal and external branding and its benefits. The results indicated that job security is the key factor of employer branding associated with other factors around the world. In Spain, UK and Australia job security was the key factor. Financial health was the key reason in countries like India, Singapore, New Zealand, Canada and competitive salary in France and Poland. Working atmosphere in Netherlands.

**Evans Sokro (2012)** engrossed a study related to the effect of employer branding on employee attraction and retention. Descriptive survey design was selected. The survey was conducted among 87 junior and senior staff of the banking sector in Ghana. Results indicated that organizations considered employer branding as the key strategy to attract the potential employees and also the customers. Conducive work environment also emerged as the key factor of employer branding.

**Ghadeer (2016)** made a research study on employer branding. The objective of the study was to know the Engagement of fresh graduates through focussed interviews and also through survey. Data was collected from 2000 respondents. After the analysis of the data it was determined that Key dimensions like bloom, live, connect and grow was established.

### 3.0: Objectives of the Study

1. To determine the key factors of employer branding and employee engagement.
2. To analyze the impact of employer branding on employee engagement among IT professionals.

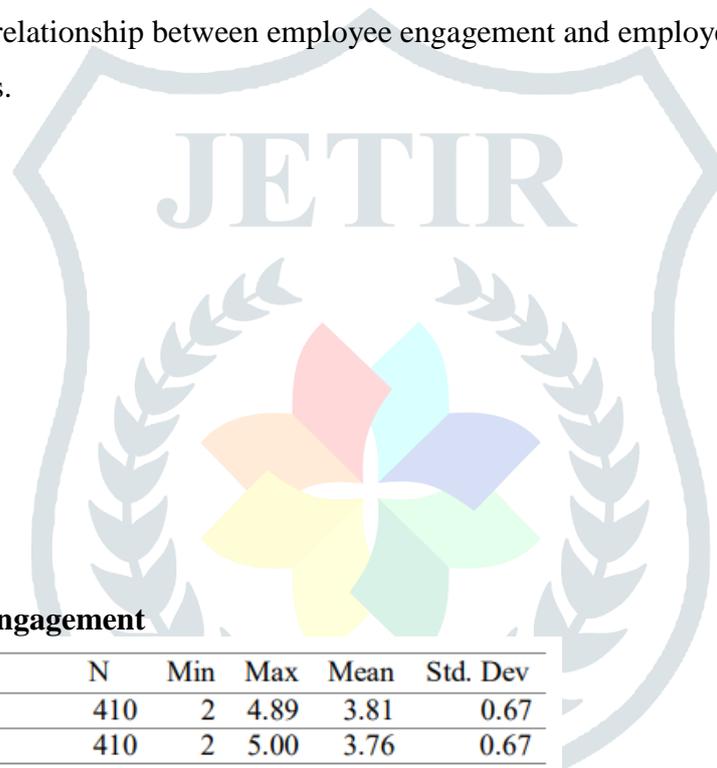
### 4.0: Research Methodology

The study used descriptive research design for the study. Primary and secondary data was collected and analysed using descriptive statistical methods and hypothesis testing was carried out. Survey was conducted among 410 IT employees working in different IT companies located in Bangalore. Simple random sampling technique was used for selecting the respondents from the population.

### 4.1: Hypothesis

$H_0$ : There is no significant relationship between employee engagement and employer branding among IT employees.

$H_1$ : There is significant relationship between employee engagement and employer branding among IT employees.



### 5.0: Data Analysis

**Table 1.0: Employee Engagement**

|                            | N   | Min | Max  | Mean | Std. Dev |
|----------------------------|-----|-----|------|------|----------|
| Employee Engagement        | 410 | 2   | 4.89 | 3.81 | 0.67     |
| Vigour                     | 410 | 2   | 5.00 | 3.76 | 0.67     |
| Dedication                 | 410 | 2   | 5.00 | 3.95 | 0.85     |
| Absorption                 | 410 | 2   | 4.83 | 3.71 | 0.71     |
| Organizational Drivers     | 410 | 2   | 3.98 | 3.34 | 0.34     |
| Perceived superior support | 410 | 1   | 5.00 | 3.66 | 0.77     |
| Perceived Org. support     | 410 | 1   | 5.00 | 2.60 | 0.71     |
| Training                   | 410 | 1   | 5.00 | 3.60 | 0.71     |
| Reward & Recog.            | 410 | 1   | 5.00 | 3.53 | 0.71     |

Above table analysed that dedication achieved the highest mean value of 3.95. Employee engagement 3.81, vigour 3.76, absorption 3.71, organizational drivers 3.34, perceived superior support 3.66, perceived organized support 2.60, training 3.60 and reward and recognition 3.53. Standard deviation varied from 0.34 to 0.85.

**Table 2.0: Employer Branding**

|                            |                 | Descriptives |      |          |         |           | Multiple Comparisons |
|----------------------------|-----------------|--------------|------|----------|---------|-----------|----------------------|
|                            |                 | N            | Mean | Std. Dev | F value | Sig value |                      |
| Employer/Internal Branding | 21-30 years(A)  | 282          | 3.49 | 0.53     | 9.31    | 0.00      | C > AB               |
|                            | 31-40 years(B)  | 98           | 3.69 | 0.53     |         |           |                      |
|                            | 41-50 years( C) | 30           | 3.83 | 0.49     |         |           |                      |
| Brand Understanding        | 21-30 years(A)  | 282          | 3.84 | 0.68     | 6.72    | 0.00      | C > AB               |
|                            | 31-40 years(B)  | 98           | 4.04 | 0.52     |         |           |                      |
|                            | 41-50 years( C) | 30           | 4.17 | 0.55     |         |           |                      |
| Brand Identification       | 21-30 years(A)  | 282          | 3.55 | 0.69     | 7.23    | 0.00      | C > AB               |
|                            | 31-40 years(B)  | 98           | 3.78 | 0.59     |         |           |                      |
|                            | 41-50 years( C) | 30           | 3.90 | 0.50     |         |           |                      |
| Brand Commitment           | 21-30 years(A)  | 282          | 3.55 | 0.67     | 10.69   | 0.00      | C > AB               |
|                            | 31-40 years(B)  | 98           | 3.83 | 0.64     |         |           |                      |
|                            | 41-50 years( C) | 30           | 4.00 | 0.61     |         |           |                      |
| Brand Loyalty              | 21-30 years(A)  | 282          | 3.02 | 0.63     | 1.84    | 0.16      |                      |
|                            | 31-40 years(B)  | 98           | 3.12 | 0.62     |         |           |                      |
|                            | 41-50 years( C) | 30           | 3.22 | 0.94     |         |           |                      |
| Intention to Turnover      | 21-30 years(A)  | 282          | 2.89 | 0.93     | 2.12    | 0.12      |                      |
|                            | 31-40 years(B)  | 98           | 2.83 | 0.83     |         |           |                      |
|                            | 41-50 years( C) | 30           | 2.52 | 1.23     |         |           |                      |

On the analysis of the above table, Employer/Internal Branding: The 41-50yrs respondents achieved the highest score of 3.83, 31- 40yrs respondents achieved the score of 3.69 while 21-30yrs respondents achieved the lowest score of 3.49.

**Brand Understanding:** The 41-50yrs respondents achieved the highest score of 4.17, 31-40yrs respondents achieved the score of 4.04 while 21-30yrs respondents achieved the lowest score of 3.84. The analysis of the above table brings out that the F value is 6.72 and Sig value is 0.00. Since the significance value is less than 0.01, the mean difference existing about this dimension is significant at 1% level. Hence Null hypothesis is rejected and alternate hypothesis is accepted.

**Brand Identification:** The 41-50yrs respondents achieved the highest score of 3.90, 31-40yrs respondents achieved the score of 3.78 while 21-30yrs respondents achieved the lowest score of 3.55. The analysis of the above table brings out that the F value is 7.23 and Sig value is 0.00. Since the significance value is less than 0.01, the mean difference existing about this dimension is significant at 1% level. Hence Null hypothesis is rejected and alternate hypothesis is accepted.

**Brand Commitment:** The 41-50yrs respondents achieved the highest score of 4.00, 31-40yrs respondents achieved the score of 3.83 while 21-30yrs respondents achieved the lowest score of 3.55. The analysis of the above table brings out that the F value is 10.69 and Sig value is 0.00.

**Brand Loyalty:** The 41-50yrs respondents achieved the highest score of 3.22, 31-40yrs respondents achieved the score of 3.12 while 21-30yrs respondents achieved the lowest score of 3.02. The analysis of the above table brings out that the F value is 1.84 and Sig value is 0.16.

Since the significance value is more than 0.05, the mean difference existing about this dimension is not significant at 5% level. Hence Null hypothesis is accepted.

**Intention to Turnover:** The 21-30yrs respondents achieved the highest score of 2.89, 31-40yrs respondents achieved the score of 2.83 while 41-50yrs respondents achieved the lowest score of 2.52. The analysis of the above table brings out that the F value is 2.12 and Sig value is 0.12.

### 5.1: Hypothesis Testing

H<sub>0</sub>: There is no significant relationship between employee engagement and employer branding among IT employees.

H<sub>1</sub>: There is significant relationship between employee engagement and employer branding among IT employees.

The analysis brings out that the F value is 9.31 and Sig value is 0.00. Since the significance value is less than 0.01, the mean difference existing about this dimension is significant at 1% level. Hence Null hypothesis is rejected and alternate hypothesis is accepted. It explains that there existed a significant relationship between employee engagement and employer branding among the IT professionals.

### 7.0: Findings

1. Key factors identified for employee engagement include vigour, dedication, absorption, peer supervision, support, perceived organization support, training, reward and recognition. Also important factors of employer branding are brand understanding, brand commitment and brand loyalty.
2. There existed a strong relationship between employee engagement and employer branding. Brand commitment, internal branding stands out as the key variables of employer branding which influences employee engagement.

### 8.0: Conclusion

Employer branding strongly influences the employee engagement of IT professionals in selected companies of Bengaluru. Many research studies have focused on the significance of branding exercises in true spirit which has a great impact on the engagement levels of the employees.

### 9.0: Suggestions

1. Brand awareness program should be implemented for the newly joined IT professionals.
2. Professionals who exhibit great brand loyalty and high engagement should be considered during the selection process for reward and recognition programs.

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