

**IMPACT OF EMPLOYER BRANDING ON EMPLOYEE LOYALTY: A
QUANTITATIVE EXPLORATION**

by

Rekha Vedagiri
Registration No.: 59531

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APPROVED BY



Dissertation chair - Dr. Gualdino Cardoso

RECEIVED/APPROVED BY:

Admissions Director

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ABSTRACT

IMPACT OF EMPLOYER BRANDING ON EMPLOYEE LOYALTY: A QUANTITATIVE EXPLORATION

< Rekha Vedagiri >

<2025>

Dissertation Chair: Dr. Gualdino Cardoso

Co- Chair: Dr. Minja Bolesnikov

This research studies the correlation among employer branding, employee loyalty, and work happiness within the Indian information technology (IT) sector. Although employer branding has become a significant technique for talent acquisition and retention, its direct influence on employee loyalty remains insufficiently explored in academic literature. This study, rooted on brand equity theory, social exchange theory, and equity theory, utilises a quantitative research methodology to examine the impact of employer branding on employee loyalty, with work satisfaction serving as a mediating variable.

Primary data was collected through a structured questionnaire distributed to IT professionals in four major Indian cities - Pune, Hyderabad, Bangalore, and Chennai - yielding a final sample of 242 respondents. The study employs descriptive statistics, factor analysis, and regression analysis to identify the key determinants of employer branding and their impact on employee retention. The findings reveal that employer branding significantly influences employee loyalty, with job satisfaction enhancing this relationship. Three key dimensions of employer branding emerge from the analysis: employee well-being and work environment, organizational growth and development, and corporate

culture and social responsibility. Similarly, employee loyalty is shaped by factors such as a sense of ownership, willingness to stay, and trust.

The mediation analysis confirms that job satisfaction strengthens the link between employer branding and employee loyalty. Regression results highlight the strategic importance of employer branding in employee retention, positioning it as a more potent predictor of loyalty compared to job satisfaction alone. These findings offer valuable insights for IT firms seeking to enhance their employer branding strategies. The study suggests aligning corporate values with employee expectations, fostering a supportive work environment, and integrating HR and marketing initiatives to develop a compelling employer brand. The research contributes to the growing body of knowledge on employer branding and provides actionable recommendations for IT companies striving to attract and retain top talent in competitive job markets.

Keywords: *Employer Branding, Employee Loyalty, Job Satisfaction, IT Professionals.*

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CHAPTER I

INTRODUCTION

1.1 Introduction

1.1.1 Concept of Employer Branding

The first to introduce the term “employer branding.” Has given by (**Ambler and Barrow, 1996**), first introduced the term in 1990. However, they publicly defined it in 1996 in their research as “The Employer Brand. The significance of the notion of employer branding has grown significantly due to the political, economic, and social changes that have occurred since the beginning of the 21st century. The development of an employer brand commences prior to the human resources department’s work and doesn’t necessarily conclude at a specific point. To achieve effective employer branding, all departments of a company must collaborate (**Heilmann et al., 2013**). The conventional concept of branding is primarily focused on the differentiation of products; however, it has evolved to encompass the differentiation of people, locations, and organizations (**Peter, 1999**). The term encompasses two distinct topics: Employer and Branding. Both of these concepts possess profound significance. ‘Branding’ is a term that denotes a sense of creativity and innovation, whereas ‘Employer’ relates to the company’s identity and reputation. The American Marketing Association defined branding as “a name, term, sign, symbol, or design, or a combination of them, that is intended to distinguish the goods and services of one seller or group of sellers from those of the competitors.” Presently, employer branding is a prominent instrument for human resource management, similar to the way in which branding is used to engage with customers in the marketing sector. Employer branding is a relatively recent development that is intended to differentiate employers. In Europe, this concept was introduced 20 years ago as a result of the necessity for organizations to recruit and keep talent within their organization. Employer branding emerged as a consequence of employing marketing principles in recruitment practices, according to (**Lievens et al., 2007**). HR managers are influenced to attract and retain employees by utilizing brand

management to enhance the employer brand image or reputation for attracting the employees.

According to **(Martin et. al., 2005)**, the concept of employer branding was initially introduced by marketing academics. This is due to the fact that branding has historically been associated with marketing. In the context of HRM, **(Backhaus and Tikoo, 2004)** identified the necessity of branding principles and contended that “employer branding indicates differentiation of a firm’s characteristics as an employer from the characteristics of its competitors, the employment brand emphasizes the unique aspect of the firm’s employment offerings or environment.”

The employment market and the business environment are undergoing rapid transformations. **(Buck and Dworschak 2003; Gordon and Dew- Becker 2008; Gaddam 2008)**. Organizations are encountering the dual task of retaining talented employees and recruiting top talent in the current, fiercely competitive business environment. The organizations regard employees as an essential competitive enabler for the business’s success. **(Biswas and Suar, 2016; Grout and Perrin, 2002)**. The strategies that companies implement to distinguish themselves as desirable workplaces have become increasingly important as the global workforce continues to develop. Organizations have implemented effective strategies to address the situation by satisfying the current workforce and attracting new employees. This approach has enabled them to surpass the competition. The lack of talent can significantly impede business success. **(Chambers et al., 1998)**. The resource- based perspective has underscored the significance of human capital in the establishment of a competitive advantage for organizations. **(Raphael and Schoemaker, 1993; Hanson et al., 2002)**. The most difficult challenge for the human resources department is to consistently recruit and retain the appropriate talent in this highly competitive marketplace for employment. The battle to attract and retain highly competent and talented employees is intensifying as the competition for long- term success continues to rise. The primary reason employees became one of the organization’s success pillars is that the organization consistently provided them with opportunities to develop. Furthermore, research indicates that employees desire to be associated with an organization

that offers favorable working conditions, developmental opportunities, and a positive work culture (**Wright, 2014**).

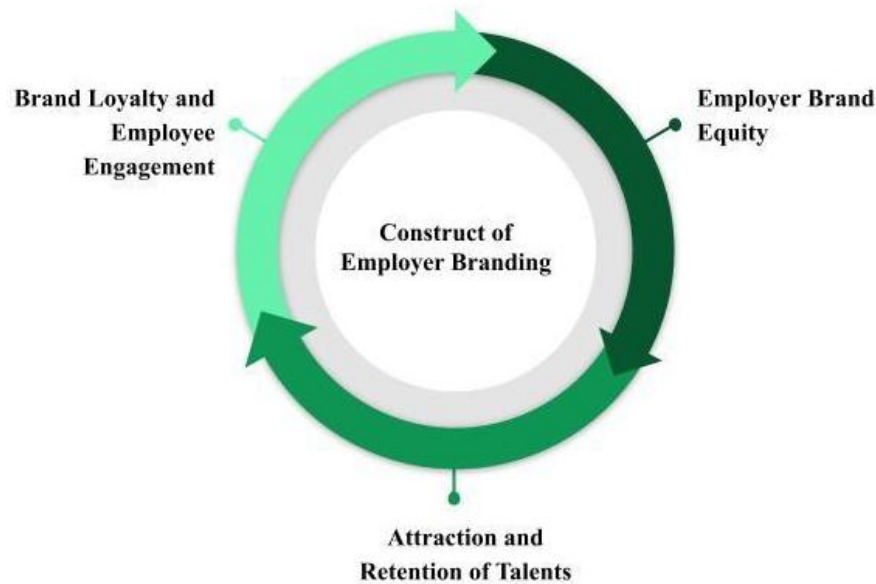
Organizations are currently in the process of establishing a competitive advantage for the purpose of distinguishing themselves from their rivals, as job seekers are seeking an employer they prefer or the best location to work. This is due to the evolving market. An organization must address these requirements by enhancing its brand image and its status in the external market in order to draw attention of talented employees and improve the offerings that it offers to its employees in return for their services. Organizations must not only address these challenges, but also ensure that their current employees are satisfied and transformed into brand ambassadors for potential employees. Companies that aspire to be among the most successful organizations must manage employee turnover and recruit the most talented individuals from the pool of potential employees (**Huselid, 1995**). Organizations are currently implementing a variety of comprehensive strategies to attract and retain employees, thereby preventing the occurrence of talent scarcity, in order to preserve this advantage of human capital (**Guthridge et al., 2008; Manpower Group, 2016**).

The implementation of employer branding has enabled the introduction of numerous strategies for talent management, as well as the acquisition and retention of the most talented individuals. Numerous organizations implement employer branding as one of their contemporary talent management strategies (**Sengupta et al., 2015; Maheshwari et al., 2017, Kuron et al., 2015**).

1.1.2 Construct of Employer Branding

Employer branding is composed of three principal elements: a) Employer Brand Equity, which refers to the employer's perceived value and reputation; b) Brand Loyalty and Employee Engagement, which involves the active participation and commitment of employees; and c) Attraction and Retention of Talents, which emphasizes drawing in and keeping hold of top- tier candidates by advertising an appealing work environment.

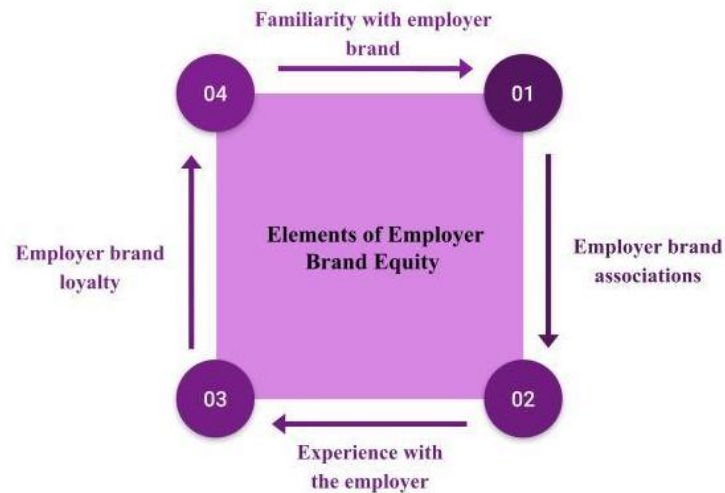
Figure 1.1 Definitions of Employer Branding



Source: Biswas & Suar (2014)

In recent times, there has been a shift in focus from employer brand to EBE (Employer Brand Equity). EBE encompasses more than just the employer brand since it incorporates the qualities and value associated with the employer brand (**Franca and Pahor, 2012**). Brand equity refers to the combined assets and liabilities associated with a brand that either increase or decrease the value that the branded product or service provides to the company and its customers (**Aaker 1991**). Brand associations are the elements that determine the perception and reputation of a brand. Moreover, the extent of employees' understanding regarding the employer's brand directly indicates the amount of employer brand awareness. Strong and positive employer brand equity (EBE) enhances the appeal of the employer brand. Positive employer brand equity offers a distinct edge or advantage over competitors in attracting potential applications, retaining employees, and acquiring talented individuals at lower costs (**Ambler and Barrow 1996; Backhaus and Tikoo 2004**).

Figure 1.2 Elements of Employer Brand Equity



Source: Alshathry, S., Clarke, M., & Goodman, S. (2017)

As per (Alshathry et al., 2017) states the key elements of EBE (Employer brand equity). When it comes to establishing a strong reputation for an employer brand in the job market, there are four key factors to consider based on marketing brand equity models. These factors include the level of awareness and recognition of the employer brand, the associations and perceptions associated with the employer brand, the personal experiences individuals have had with the employer, and the level of loyalty individuals have towards the business.

According to (Backhaus and Tikoo, 2004), the term “employer brand loyalty” describes the level of commitment that employees exhibit towards their respective employers. There is a correlation between increased employee engagement and increased attendance, which in turn leads to more profit per employee and a stronger return on investment (RoI). Employees that are highly engaged in their work are more likely to remain with the company for a longer amount of time, which contributes to a low turnover rate for the organization. Employer brand loyalty is the dedication that employees demonstrate toward their employer, comparable to product brand loyalty. Parallel to product brand loyalty, employer brand loyalty can be understood as being influenced by an attitudinal element that pertains to organizational identity and a behavioural element that pertains to

organizational culture. Employer branding is frequently implemented to influence organizational culture and identity, which in turn influences employer brand loyalty (Crewson, 1997).

If employees are regarded to be consumers, and the “employment experience” is the “product” that is being presented for them to consider and purchase, then the “strength” of employee benefits would be reflected in “customer satisfaction.” One of the top ten non-financial performances of EB is its capacity to attract and retain excellent individuals. This skill builds an “image” of the employer, which is a significant reason for the company’s success.

Figure 1.3 Factors Positively Influencing Employee Retention



Source: Arasanmi, C.N. and Krishna, A. (2019)

Investing in supporting procedures has a positive impact on the organization’s capacity to retain staff. A robust influx of resources, validation, positive reinforcement, constructive criticism, aid, and encouragement can serve as an effective motivating factor for those operating in task- oriented work environments. The cultivation of a robust core mechanism, commonly referred to as commitment, facilitates the retention of skilled personnel.

1.1.3 Need and Importance of Employer Branding

In the highly competitive employment market, the concept of employer branding has become a vital component in the process of attracting and retaining highly skilled individuals. In the competitive landscape of talent acquisition, a robust employer brand may set a company apart from its rivals, playing a vital role in attaining sustained expansion and stability. Employer branding is an essential tool that facilitates the process of attracting, developing, and retaining talented individuals. **(Backhaus and Tikoo, 2004; Barrow and Mosley, 2005; Gaddam, 2008; Mandhanya and Shah, 2010; Martin et al., 2011; Burmann & Zeplin, 2005; Sengupta et al., 2015)**. Employer branding is essential due to the fact that highly competent individuals in the labor market are selective in their hiring decisions. Candidates may be attracted to switch businesses if the employer's brand is good. Employees today are seeking more than just the fundamental advantages of attractiveness, according to the findings of a **(Randstad, 2017)** report on employer brand research. The organizational setting, the flexibility of the work schedule, health and wellness programs, parenthood plans, and death benefits are some of the elements that are being taken into consideration.

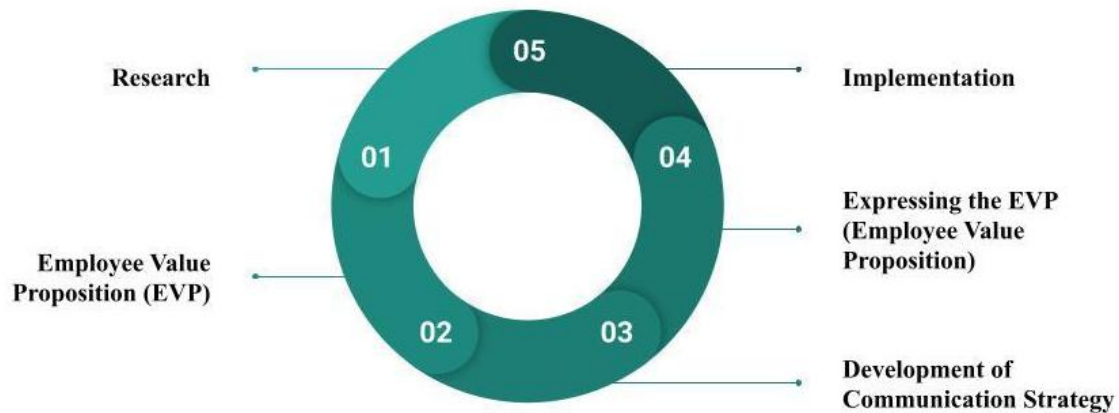
In the event that a business organization provides its employees with advantages in return for a charge, it is imperative that the outcomes of these benefits be evaluated. According to **(Backhaus and Tikoo, 2004)**, the outcomes of employer branding are realized in the form of brand equity. According to **(Keller, 2013)** brand equity is considered to be a strategic instrument **(Sriram et al., 2007)**. In order to significantly improve a company's long- term success, it is necessary to evaluate and manage brand equity. Organizations that use marketing strategies have the potential to enjoy a number of benefits, including the development of long- term emotional attachment and connections and consumer loyalty, the enhancement of their reputation as an employer, the cultivation of high brand loyalty, and the enhancement of productivity **(Backhaus and Tikoo, 2004)**.

Employer branding for organizations creates and generates two important assets that are measurable **(Backhaus and Tikoo, 2004)**.

1.1.4 Employer Branding Process

Once organizations acknowledge the significance of employer branding, the next phase of action is to initiate the employer branding process. Universum, a research and consulting firm, has developed a five- step procedure for employer branding (**Van Mossevelde, 2010**).

Figure 1.4 Employer Branding Process



Source: Van Mossevelde (2010)

The process of developing an employer branding strategy begins with conducting research, which is the initial stage. Conducting research is the initial stage in the process of developing an employer branding strategy. Researching both existing employees and the external job market can provide valuable information about how the company's employment experience is viewed or perceived (**Minchington, 2008**). It focuses on four essential factors, both internal and external, which include understanding the employer's perception of the target group, identifying the needs and desires of the target group from the employer, determining the employer's stance on its competitors, and maintaining regular revisions of the research (**Van Mossevelde, 2010**). The next stage involves the Employee value proposition (EVP), According to (**Minchington, 2010**), the employee value proposition (EVP) refers to the collection of benefits and opportunities that a company offers in exchange for the talents, abilities, and experiences that an employee gives to the firm. The employer value proposition serves as a motivating factor for both new and current employees, highlighting the company's competitive edge. Efficiently

managing the employee value proposition (EVP) provides employers with the advantage of expanding their pool of talented individuals and fostering stronger employee loyalty, while potentially reducing pay expenses.

Following this, a communication strategy must be developed. The next step involves formulating a communication plan that is rooted in empirical evidence and a clearly defined employee value proposition (EVP). The HR, marketing, or communications departments might utilize the employee value proposition (EVP) to highlight the most appealing aspects and maintain a uniform approach in corporate communications. When an employer can determine whom to contact and what information to convey, they must determine the most optimal and productive routes for reaching their intended audience.

The fourth component of the procedure is to articulate the employee value proposition (EVP) using appropriate language and visuals to ensure alignment with the organization's identity and branding initiatives. The target audiences need to acknowledge and connect with the organization and its employment offer, independent of the communication medium used, such as the company website, newspaper advertisements, or events.

As per **(Van Mossevelde (2010))**, the last part of the process of employer branding is carrying out all of the procedures and carefully analyzing their performance, as well as identifying areas that need to be modified.

1.1.5 Dimensions of Employer Branding

Dimensions of employer branding includes economic value, development value, social value and two additional dimensions, which include interest value and application value **(Kashyap, and Verma, 2018)**.

'Economic value' refers to the monetary and non- monetary benefits that employers deliver to their employees. The provision of benefits and perquisites by an organization aid in attracting and retaining personnel **(Ash and Bendapudi, 1996)**. The development value, as defined by **(Schlager et al., 2011)** is directly associated with the actual and functional benefits offered by employment. The presence of a "strong mentoring culture," "training opportunities," and "empowering environment" are also taken into account as key factors

when evaluating the developmental value offered by a job. ‘Application value’ was defined by (Berthon et al., 2005) as “the value that evaluates the extent to which the employing company offers the employee the opportunity to apply their knowledge and teach others in an environment that is both customer- oriented and humanitarian.”

Figure 1.5 Dimensions of Employer Branding



Source: Kashyap, V., & Verma, N. (2018)

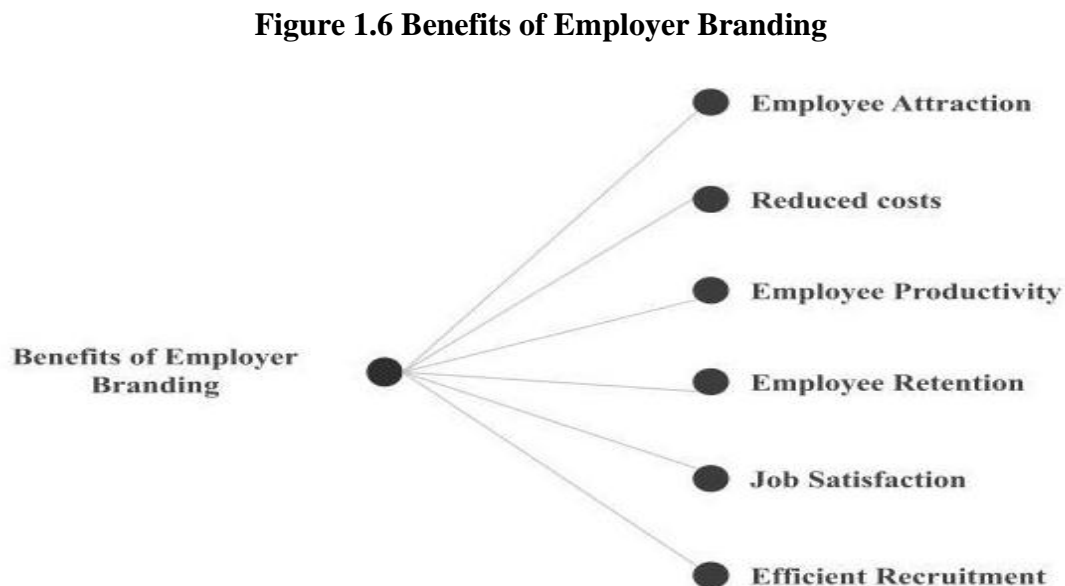
‘Interest value’ refers to the psychological advantage that an organization offers to its employees. As to the findings the concept of “interest value” measures an organization’s ability to effectively utilize its employees’ skills for the purpose of developing innovative products and services. It also encompasses creating a positive work atmosphere and embracing new work practices. The ‘social value’ factor is synonymous with the psychological benefits that job provides. ‘Social value’ is defined as the measure of how well an employer creates a work environment that is enjoyable and fosters positive connections among colleagues, as well as a sense of teamwork. Positive interpersonal relationships with superiors and coworkers, a helpful and joyful work environment, and a respectful atmosphere significantly impact the appeal of a company.

1.1.6 Employer Branding Benefits

The benefits of employer branding are prioritized at the top of the framework because they serve as the primary motivation for a company to engage in employer branding (**Heilmann et al., 2013**).

Enhancing the employer brand of an organization can contribute to the attainment of its goals, such as reducing expenses, enhancing customer happiness, and achieving greater returns on investment and revenue (**Barrow and Mosley, 2005**).

The primary advantages of employer branding include improved recruitment, higher employee retention rates, and more employee engagement (**Minchington and Thorne, 2007; Edwards, 2010; Van Mossevelde, 2010; Love and Singh, 2011**). These enhancements may not directly translate into tangible advantages for the firm, but they can significantly add to the overall business success (**Barrow and Mosley, 2005**). Organizations have also recognized that implementing a successful employer branding strategy confers a competitive edge and facilitates the integration of business values among employees (**Love and Singh, 2011**). As Per (**Heilmann et al., 2013**) enumerated various significant benefits of employer branding, which encompass:



Source: Heilmann et al. (2013)

A powerful employer brand enhances the appeal of a company to prospective employees. Highly skilled individuals are more inclined to submit applications to and agree to job offers from organizations that are viewed as attractive employers.

One of the key benefits of effective employer branding is the reduction in recruitment and employee turnover costs. Efficient employer branding can decrease expenses related to recruitment and employee turnover. When a company has a reputation for being an excellent workplace, it minimizes the necessity for substantial recruitment endeavors and lowers the expenses linked to frequent employee turnover. Additionally, employees who possess an enduring feeling of pride in their affiliation with a highly esteemed organization tend to exhibit greater levels of engagement and motivation, resulting in increased productivity.

Employee retention is also positively impacted by a robust employer brand. A robust employer brand aids in retaining employees by cultivating a feeling of loyalty and dedication. Employees are more likely to stay with a company that is recognized for its positive work environment and opportunities for career growth. Job satisfaction is another outcome of a positive employer brand. A company's reputation for promoting a positive culture and upholding ideals can augment employees' overall job satisfaction. Employees who perceive themselves as appreciated and encouraged are more inclined to experience job satisfaction.

Lastly, a well- established employer brand can streamline the recruitment process. An esteemed employer brand can optimize the recruitment process. It draws in a superior caliber and greater number of applicants, facilitating a more efficient and expeditious process of filling vacant positions with qualified people. These advantages underscore the need for developing an enduring employer brand to improve a company's overall performance and gain an edge over competitors.

Figure 1.7 Indicators of employer branding's impact on performance



Source: Gilani and Cunningham (2017)

There are several critical indications that may be used to evaluate the influence that employer branding has on performance. These indicators include employee satisfaction, employee productivity, employee attrition, and employee recruitment.

Employer branding is a crucial technique in today's job market, necessary for attracting, nurturing, and retaining high- quality employees. In a competitive market, companies can distinguish themselves from competitors and improve their overall economic success by developing a strong employer brand that fosters loyalty. Companies may cultivate strong emotional attachments and brand loyalty by offering employees an engaging work environment, cutting- edge tools, and generous benefits. Efficiently managing and accessing workplace branding initiatives is crucial, as they result in quantifiable assets like brand connections and loyalty, which in turn contribute to consistent performance and long- term expansion. Investing in employer branding is not only advantageous but also vital for firms that aspire to achieve long- lasting success.

1.1.7 Concept of Employee Loyalty

Employee loyalty, an essential element for the achievement of corporate success, has seen considerable changes throughout history. Historically, loyalty has been perceived as an employee's lifelong dedication to a sole employer, frequently motivated by employment stability and perks. During the mid- 20th century, theories regarding organizational behavior emerged and established the concept of employee loyalty in a more structured manner. Researchers such as Frederick Herzberg and Abraham Maslow investigated the

variables that motivate individuals and lead to loyalty (**Herzberg, 1966; Maslow, 1954**). They proposed that job satisfaction and self- actualization are significant factors in this process. The theory of employee loyalty primarily focuses on the devotion of employees towards the organization. In addition, it elucidates the reasons for maintaining loyalty within the firm. The main duty of every organization is to retain skilled and competent employees. The primary objective is to establish a market dominance by using the expertise of highly qualified personnel. The majority of experts in their study believed that employee commitment and loyalty are significant factors that influence employee behavior.

Companies that prioritize creating devoted and loyal employees will experience substantial growth in earnings per employee (**Konovsky and Cropanzano, 1991; Bashaw and Grant, 1994; Mayer and Schoorman, 1992; Moorman et al., 1993**). The marketing field offers various strategies that explain the need to prioritize employees and methods for developing engaging and devoted employees (**Martensen et al., 2000**).

Moreover, organizations are increasingly facing challenges in retaining staff. Employees possess exceedingly elevated expectations regarding their employment, and their demands are progressively escalating. The loss of vital employees might result in significant repercussions for the organizations (**Reichheld, 1996; Michaud, 2002; Stroh and Reilly, 1997**). Based on information from the U.S. Department of Labor, replacing an employee costs an organization approximately one- third of the person's annual wage (**Michaud, 2002**). In such situations, organizations must possess the knowledge of how to retain skilled individuals.

1.1.8 Definition of Employee Loyalty

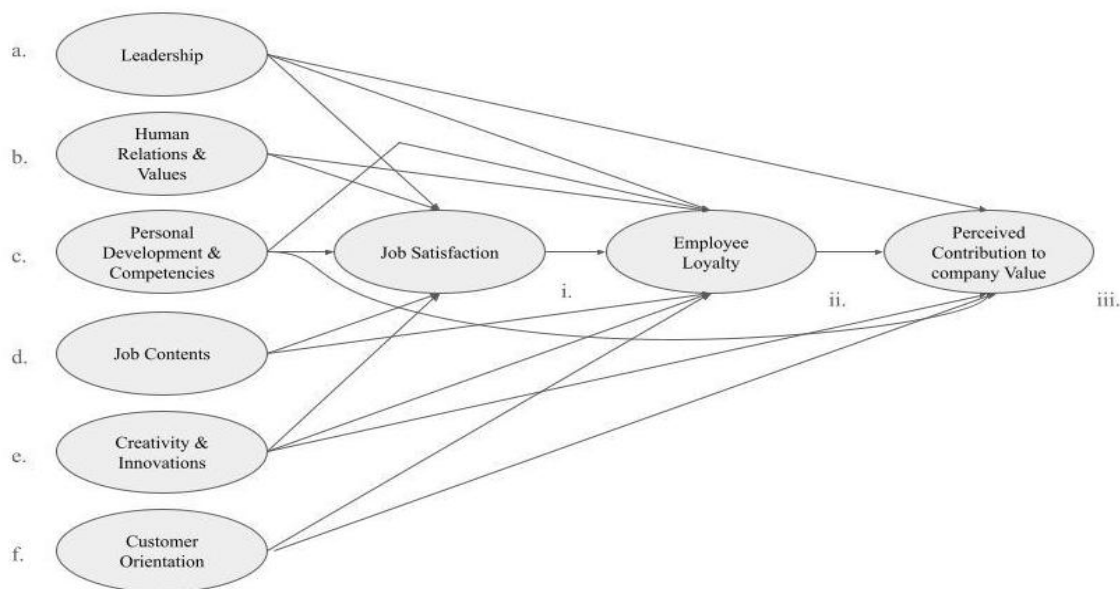
The issue at present pertains to the lack of a universally accepted meaning and definition of employee loyalty in the study of human organizations. Loyalty refers to the act of remaining with an organization for an extended period of time. Employee loyalty refers to the level of commitment and dedication that the workers has towards their current organization. It includes their emotional perspectives, contemplation, and accountability, which are consistently present in their work. It can also be described as a collective

willingness among a group of employees to make a conjecture or sacrifice their own primary interest for the benefit of the organization. As per (Agugliar, 2016; Byars 2018) according to his perspective, awards have the effect of enhancing production and diminishing the expenses associated with staff turnover. Workers as individuals who are determined in their commitment to achieving the goals of the company. They recognize that choosing to work for this firm is their most advantageous decision, and dedicated employees do not actively pursue other job prospects and are not open to offers. Employee loyalty is a crucial element that contributes to the stability and achievement of a firm. It requires the employees' readiness to work for the betterment of the organization (Chakhvashvili and Maisuradze, 2022).

1.1.9 Employee Loyalty Model and its Determinants

Figure 1.10 depicts the conceptual framework of employee loyalty. It is derived from a combination of ideas in the discipline and practical experience. (Eskildsen and Dahlgaard, 2000; Eskildsen and Nussler, 2000; Hackman and Oldham, 1980; Herzberg, 1987; Spector, 1997; Martensen et al., 2000).

Figure 1.8 Employee Loyalty Model



Source: Martensen and Lars (2006)

The three variables located to the right of Figure 1.10 are referred to as the result areas, such as i. job satisfaction, ii. employee loyalty & iii. perceived contribution to company value (**Martensen and Lars 2006**).

The six variables on the left side of the model are considered determinants for the result areas. The various determinants are: a) Leadership, b) Human Relations and Values, c) Personal Development and Competencies, d) Job contents, e) Creativity and innovations & f) Customer orientation. The arrows in the model represent the probable associations among the variables. Hence, the arrows illustrate the development of employees' loyalty and their contribution to the company's worth (**Martensen et al., 2000**).

- a. **Leadership:** In order for visions, goals, and strategies to achieve the desired outcome, all employees must possess a comprehensive understanding of the company's direction and believe that it is the correct path. A significant issue for management is effectively communicating the organization's direction to employees and inspiring them to adhere to it. Research indicates a notable and favorable impact on employee loyalty in organizations that offer their employees sufficient information and explanations regarding prospective company policies (**Greenberg, 1994; Konovsky and Cropanzano, 1991**).
- b. **Human Relations and Values:** The components encompassed by the variable 'human relationships and values' have an impact on employees' daily job experiences. The greater the significance of daily human interaction, the greater the level of job satisfaction will be. This condition also has a significant influence on employee loyalty. The quality of relationships between colleagues plays a crucial role in determining whether an employee will remain with the company, speak positively about it, recommend it to others, and be motivated to go the extra mile (**Martensen et al., 2000**).
- c. **Personal Development and Competencies:** The development of competencies is closely linked to an individual employee's potential for personal growth and self-fulfillment, and is considered a very important factor by employees. As the opportunities for growing skills and achieving personal fulfillment increase, so does

the level of job satisfaction and loyalty among employees (**Martensen and Lars, 2006**). In their study, (**Mathieu and Zajac, 1990**) discovered a substantial correlation between employees' perceptions of their own competence and their level of commitment and loyalty. Specifically, employees who viewed themselves as highly competent showed greater commitment and loyalty compared to those who considered themselves less capable.

- d. Job contents:** The diversity of tasks necessitates the individual to possess a range of distinct skills and qualities. Due to psychological factors, individuals generally consider a line of work that necessitates diverse personal skills as more significant. Granting employees responsibility and authority will enhance their motivation, attitude, and dedication to their work. Employees who possess a high degree of independence and responsibility for their actions and decisions will gain a sense of confidence and feel valued, leading to a greater ability to see the significance of their work. The sense of satisfaction derived from one's work is effectively accomplished (**Deming, 1993**).
- e. Creativity and innovations:** The capacity of a firm to be creative and inventive is a crucial competency as it directly indicates the organization's capability to generate earnings in the future. It is imperative to provide employees with the opportunity to engage in every aspect of project development. The staff should be motivated to deviate from conventional modes of thinking to foster creativity and innovation. The company's management should explicitly convey that they are willing and obligated to allocate time and resources toward fostering creativity and innovation (**Martensen et al., 2000**).
- f. Customer orientation:** Companies often find that they need personnel who possess the appropriate professional competence. To provide exceptional customer service, it is essential to have staff who possess emotional skills. This means that customers should feel that they are being given attention, that the employees are open to their needs, and that they are committed to providing the best service possible. Establishing positive interactions between customers and employees is crucial for fostering

customer satisfaction and cultivating loyalty. By fostering positive relationships, the employee's satisfaction will extend beyond just job performance. Comprehending and implementing client orientation is essential for fostering employee satisfaction and loyalty (**Martensen and Lars 2006**).

- g. Job Satisfaction:** The expression “job satisfaction” in the context of a company is complicated. An employee typically starts a job with specific expectations for their future employment. The interaction between the expectations you have and your job experience is the source of job satisfaction. While job experience is important, expectations also have an impact on job satisfaction (**Martensen and Lars 2006**).
- h. Employee Loyalty:** A loyal employee is characterized by their strong identification with and active participation in the organization, as well as their unwavering commitment. They are also driven to exceed expectations in their performance (**Martensen and Lars 2006**).
- i. Perceived contribution to company value:** It is appropriate to take things a step further and assume that the loyal employee is equally passionate about adding to the value of the firm. This is in keeping with the common perspective of employee loyalty and takes into consideration the perception of loyalty that was described earlier. An important component of the model of employee loyalty is the significance of the employees' perceptions of their contributions to the value of the organization. The criteria that were discussed before will also have an effect on the value of the company if they are successful in encouraging job satisfaction and loyalty among employees. The value of a company is not solely based on its financial performance; rather, it also takes into account the value of the company's structure, its clients, its employees, its partnerships, and other factors related to the organization that will eventually produce financial results (**Martensen and Lars 2006**).

1.1.10 Employee Loyalty and Job Satisfaction

Since the 1960s, employee loyalty or organizational commitment has emerged as one of the most extensively researched subjects (**Ibrahim and Falasi, 2014**). As per (**Waqas et**

al., 2014) define employee loyalty as an organizational citizenship behavior that demonstrates allegiance to the organization in order to enhance its image and interests to outside parties.

Loyalty can be described as the desire to remain engaged to the organization, the readiness to go above and beyond in one's work, a sense of affiliation with the company, and a drive to take on greater responsibility (**Yee et al., 2010; Yu et al., 2017**) stated that "employees who clearly understand a company's values and plans, and who strongly identify with them, are more likely to go beyond just having a positive attitude and show loyalty via their actions". Organizational survival and prosperity require a higher level of employee loyalty (**Narteh and Odoom, 2015**).

As a result, employees must maintain positive attitudes and demonstrate allegiance to the firm, as well as exhibit a mindset of dedication, integrity, and collaboration with colleagues. An appropriate and equitable work environment, characterized by fair procedures, plays a significant role in fostering positive organizational citizenship behavior and establishing a conducive atmosphere for attaining organizational success (**Obedgiu et al., 2017**).

Committed employees abstain from seeking alternative employment options and are also unresponsive to offers offered by other firms (**Turkyilmaz et al., 2011**). They demonstrate loyalty to their organization by actively embracing its vision and principles, dedicating a significant amount of work, and presenting a positive impression of the organization to outside parties (**Durkin, 2007; Davis, 2015**).

In the field of psychology, job satisfaction is understood as an individual's emotional assessment of their work, which elicits either positive or negative reactions. From a sociological perspective, it refers to the way in which an employee assesses and perceives their employment (**Sypniewska, 2014**). Job satisfaction improves employee morale, which has a favorable impact on both their commitment and performance at work (**Harter and Schmidt, 2002; Rajput et al., 2016**).

Job satisfaction refers to a condition of satisfying emotional well-being. It entails a greater level of dedication to the workplace over an extended period, rather than merely providing

temporary emotional support. Job satisfaction is directly correlated with absenteeism, dedication, performance, and productivity. It enhances employee retention and decreases the expenses associated with recruiting new employees (**Murray, 1999**).

Numerous empirical findings indicate that there is a favorable association between an employee's job satisfaction and their loyalty (**Dhir et. al., 2020**). Researchers (**Chang et al., 2010**) have identified job satisfaction as a factor that directly influences loyalty. Some individuals have argued that there is a limited link between job satisfaction and employee loyalty.

According to (**Jun et al., 2006**), employees who are satisfied with their employment are more likely to stay with the same company and recommend their organization as a good place to work to their contacts. In contrast, a decline in job satisfaction leads an employee to take steps towards alternative jobs (**Durkin, 2007; Turkyilmaz et al., 2011**). Employees with low job satisfaction exhibited a higher probability of quitting their jobs (**Mobley et al., 1979; Price, 1989**).

1.1.11 Impact of Employer Branding on Employee Loyalty

Employer branding has arose as a vital strategy for firms seeking to attract, involve, and retain competent employees in a highly competitive marketplace. The Impact of employer branding on employee loyalty is substantial and complex.

Employer branding techniques can be employed to differentiate firms to improve their attractiveness from the perspective of potential employees (**Backhaus and Tikoo, 2004**). Essentially, employer brands convey the advantages of being employed to their workers, just like how organizational brands convey the advantages of utilizing a product or service to consumers (**Wallace et al., 2014**).

On the other hand, employee loyalty can be defined as the desire to remain committed to the organization, the willingness to go above and beyond in one's duties, a sense of affiliation with the company, and a motivation to take on greater responsibility (**Yee et al., 2010; Yu et al., 2017**) found that employees who have a clear understanding of and

strongly align with a company's values and strategy are more likely to go beyond just having a positive attitude and demonstrating loyalty via their actions.

Studies suggest that an effective employer brand has a favorable impact on employee loyalty by improving the whole work experience and integrating it with the values and culture of the firm. An employer brand that is skilfully developed effectively conveys the organization's dedication to its employees, fostering trust and promoting loyalty **(Backhaus and Tikoo, 2004)**.

Moreover, employer branding has an impact on important factors that determine employee loyalty, such as job satisfaction and organizational commitment. As per **(Lievens and Slaughter, 2016)** emphasize that employees who believe their firm has a robust employer brand are more inclined to demonstrate greater levels of job satisfaction and loyalty to the organization. Consequently, this leads to higher levels of loyalty and lower rates of employee turnover. Employer branding is crucial in defining how employees perceive the company. It encompasses the deliberate and skillful handling of the company's reputation as an employer, which can result in a workforce that is more committed and devoted **(Mosley, 2014)**. Employer branding that is effective involves aligning the internal culture of the firm with its external branding efforts. This ensures that employees feel appreciated and driven to make valuable contributions to the success of the organization **(Kashyap and Verma, 2018)**.

As a conclusion, employer branding has a substantial impact on the loyalty of employees. Employer branding is an effective instrument for cultivating and sustaining employee loyalty. It achieves this by creating a positive work environment, increasing job satisfaction, and ensuring that the organization's values fit with employee expectations. Consequently, this promotes the stability of the organization and its long-term performance.

1.2 Research Problem

Employer branding is a topic that practitioners are very interested in, but academicians are less interested in because employer branding is still a comparatively new idea with little

research done on it. Due to a lack of qualified human resources, businesses are becoming more and more thorough in their branding efforts. As a result, the idea has become more well-known and is currently gaining traction among industry participants. According to **(Combs and Ketchen, 1999)**, Employer branding is based on the premise that a company's performance may be improved by prudently investing in its human resources because doing so adds value to the firm. Put another way, the idea behind employer branding is the conviction that businesses can raise employee satisfaction and boost productivity by exhibiting employee care. **(Mosley, 2007)** employer branding is a concept that has gained significant attention in recent years due to the intense competition among organizations for top talent in the employment market. Employer branding is the practice of developing and maintaining a positive reputation for a corporation as an appealing workplace, with the goal of attracting and retaining talented employees. Employer branding has emerged as a vital component of human resources management, as organizations strive to differentiate themselves in a fiercely competitive job market and differentiate themselves from their sector counterparts. Acquiring and retaining high-calibre employees has become a vital strategic objective for companies, considering the fiercely competitive character of the contemporary business environment. Employer branding is a recognized aspect that affects how potential employees perceive a firm **(Mishra, 2022)**. Employer branding encompasses an organization's reputation and perception as an employer, including its ideals, ethos, office environment, and overall attractiveness to potential employees. Although many companies acknowledge the importance of employer branding, further research is required to ascertain its impact on employee loyalty. Employee retention rates, productivity, and general employee engagement are all directly impacted by employee loyalty, which is a critical component of corporate success **(Kalyankar et al., 2014)**. This study aims to collect empirical data through a quantitative investigation on the extent to which employer branding and employee loyalty via job satisfaction are strongly related to one another. Organizations looking to increase their efforts in talent acquisition and retention through better employer branding initiatives can greatly benefit from the findings. The current

challenge consists of conducting a quantitative study with the goal of discovering the connection between employer branding and employee loyalty.

1.3 Purpose of Research

These are the key research issues that this investigation aims to answer:

1. What are the various factors of employer branding and employee loyalty?
2. What are the effects of employer branding on employee loyalty and job satisfaction within the Indian context?
3. What is the mediating role of job satisfaction in the relationship between employer branding and employee loyalty within the Indian context?

1.4 Significance of the Study

Research on employer branding and employee loyalty in India's IT sector is necessary due to the need for employee retention for firms to thrive in a highly competitive market. The IT sector is often regarded as the main catalyst for economic expansion in India. The organization is experiencing rapid growth and is facing substantial challenges in attracting and retaining highly skilled employees (**Dasan, 2022**). Employer branding refers to a collection of intangible qualities that distinguish an organization, provide a specific degree of customer experience, and attract diligent individuals that will contribute to the success of the business (CIPD, 2022). Employee turnover is a significant issue for all companies, highlighting the need of employee loyalty for their continued existence. Due to the significant financial investment made by organizations in ensuring work satisfaction, it has emerged as a possible risk factor for enterprises, highlighting the need of retaining employees (**Swaroop and Sudhir, 2019**). Hence, it is vital to comprehend the correlation between Employer branding and employee loyalty. By doing this, IT firms will have a deeper understanding of the variables that impact employee retention and learn strategies to improve their employer branding.

1.5 Research Purpose and Questions

The purpose of this study is to investigate the factors and correlation between employer branding and employee loyalty, as well as how these factors influence employees' decisions to join or leave the companies.

1. To identify various factors that affect employer branding.
2. To identify various factors that affect employer loyalty.
3. To understand the correlation between employer branding, employee loyalty, and job satisfaction in the information technology sector in India.
4. To assess the influence of employer branding on employee retention in the information technology industry in India.
5. To analyze the mediating role of job satisfaction in the relationship between employer branding and employee loyalty within the Indian context.

1.6 Conclusion

This chapter has presented a thorough introduction to the interrelated ideas of employer branding and employee loyalty, laying the foundation for a more in- depth examination in future chapters. The overview provided the fundamental knowledge required to delve into these topics extensively. By analyzing employer branding, we explored its definition, structure, and crucial significance in the current competitive market. Then we examined the employer branding process, its different aspects, and the extensive array of advantages it provides, emphasizing its function as a strategic instrument for organizations.

Concerning employee loyalty, we studied the definition and examined the models and factors that influence it. The discussion focused on the interdependence between employee loyalty and job satisfaction, highlighting how these two characteristics mutually strengthen one another. Ultimately, the chapter ended by investigating the substantial influence of employer branding on cultivating employee loyalty, laying the foundation for studying how robust employer brands might result in a more dedicated and contented workforce. This chapter highlights the significance of employer branding, not just as a promotional instrument but also as a crucial factor in improving employee loyalty and overall organizational achievement.

Chapter II

LITERATURE REVIEW

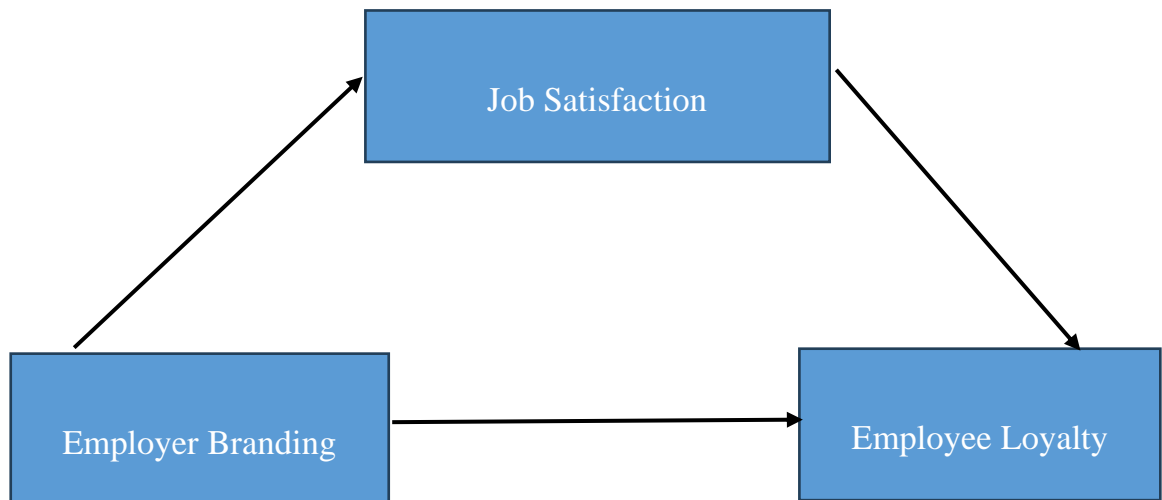
2.1 Theoretical Framework

According to **(Dickson et al., 2018)**, the theoretical framework is comprised of a complete collection of theories that have been proposed by academics in order to explain the association between the variables. The majority of these ideas have been derived from quantitative research. The phrase “conceptual framework” refers to an analytical tool that is utilized to gain a thorough understanding of a particular event across a variety of academic fields. In order to accomplish this, it provides a visual representation of the fundamental ideas or variables, as well as the interrelationships between them, which will require further examination **(Cactus, 2021)**. In this study, frameworks were utilized for my benefit in identifying the three research purposes of this research study, demonstrating the connection between key variables and the relation to the research approach and purposes, and contributing to the formulation of my theoretical and conceptual frameworks.

Prior to commencing new research, the researcher must gather existing information and knowledge about the relevant subject. The literature review part allows the researcher access to existing knowledge to initiate their investigation. As per **(Uchendu et al., 2023)** define “literature review” as “a critical assessment of existing research publications pertaining to a certain academic theme, topic, or subject that is under investigation by a researcher.”

The review of literature section of this thesis provides a detailed examination of the association between employer branding (EB) and employee loyalty (EL). This chapter is structured into five sections: employer branding, which encompasses the definition and overview of the term, as well as the various aspects and influences on employer branding; employee loyalty, including the different factors that determine it; additionally, this chapter assesses the impact of employer branding on employee loyalty. Moreover, it investigates how work satisfaction & employee perception mediate the link between employer branding and employee loyalty.

Figure 2.1: Conceptual Model



Source: Developed by the Author

2.2 Employer Branding

Aakar (1991) Within the scope of his research paper titled “Managing brand equity: Capitalizing on the value of a brand name,” he provided a description of the three components that comprise employer branding. Included in these dimensions are (a) equity of employer brand, (b) loyalty of the brand and engagement of the employees, and (c) attraction and retention of talented individuals. **Ambler and Barrow (1996)** In their research paper titled “The employer brand,” explored the idea of employer brand equity. Their main focus was on the intangible resource of employer brand association and employer brand awareness amongst current and potential employees. The findings indicate that brand associations significantly influence the development of brand image. Moreover, the extent of employees’ understanding of the employer’s brand immediately indicates the amount of employer brand awareness. Enhancing employer brand equity increases the appeal of the employer brand. A competitive advantage is provided by a robust employer brand equity, which is capable of attracting prospective hires, retaining staff members, and employing talented individuals at a reduced cost. Employer branding is a multifaceted and influential marketing principle that is defined through a variety of lenses regarding the

management of human resources. It was initiated in the 1990s and has undergone a parallel evolution to the economic transformations. The idea of employer branding has undergone major changes, much like the structure of employment. Nevertheless, it is accurate to assert that it will undergo transformational phases in accordance with the evolving economic environment while maintaining its fundamental principles. It is fundamentally concerned with the techniques and procedures that organizations employ to establish and advertise their status as a preferred employer. From a state of relative obscurity over two decades ago, employer branding has evolved into an indispensable component of all organizations. **Backhaus and Tikoo (2004)** In their study article titled “Conceptualizing and researching employer branding,” explored the concept of employer brand loyalty as a form of commitment that employees demonstrate towards their firm. Employer brand loyalty means the amount of dedication and allegiance which the employees demonstrate towards their employer. It can be interpreted as being influenced by two factors: an attitude component linked to the organization’s identity and a behavioral component. Employer branding is frequently implemented to shape an organization’s ethos and identity, which subsequently impacts the loyalty towards the employer brand. Enhanced employee engagement leads to increased attendance, which in turn generates a high ROI (Return on investment) and results in higher earnings per employee. Highly committed workers typically remain associated with the organization for a long time, which lowers the turnover rate for the company.

Employer branding represents a significant capital for a firm, so it is of the utmost importance that the process be managed in an effective and efficient manner. Employer branding can be evaluated to assess how effective it is for an organization through the use of measurement (**Gehrels, 2019**). **Ernst and Young (2000)** examined the third dimension of employer branding, which pertains to the ability to attract and retain employees. The efficacy of Employer branding (EB) would be assessed by the degree of customer satisfaction, with employees viewed as consumers and the employment interaction as the product being provided to facilitate their assessment and selection. Employer branding, which encompasses generating a positive impression of the organization, is effective in

attracting and retaining highly skilled individuals. This is considered among the ten most significant non- financial accomplishments of the organization. Companies that have a greater level of engagement in employee benefits (EB) tend to have effective management and employees who are highly motivated, consistently seeking opportunities for learning and personal development.

Employer branding is a critical strategy for addressing difficulties related to the retention and recruitment of employees, as it serves to highlight the distinctiveness of organizations **(Martindale 2010, Guillot et al., 2019, Sharma et al., 2019)**. Employer branding is the integration of human resource management and brand marketing to effectively communicate the unique and appealing qualities of a company as an employer, both internally and externally (Lievens, 2007).

Employer branding is a methodical approach of creating a unique and attractive perception of an organization as an employer, with the aim of influencing the opinions of both current as well as prospective staff. Organizations can effectively distinguish themselves and obtain an advantage over their competitors **(Collins and Stevens 2002; Lievens and Highhouse 2003; Cascio, 2019; Ceric and Crawford, 2016)**. It is intended to convey the advantages and encounters that employees can anticipate, along with the organization's values, culture, and reputation. It is a crucial instrument that facilitates the acquisition, growth and development, as well as retention of talent **(Backhaus and Tikoo, 2004; Barrow and Mosley, 2005; Burmann and Zeplin, 2005; Sengupta et al., 2015)**. The promotion of a favourable employer image and the development of a lasting relationship with staff members, are the primary objectives of effective employer branding, which transcends traditional recruitment marketing.

Aggerholm et. al (2011), study aims to reframe the notion of employer branding in the context of sustainable companies. It is focused on the integration of branding, strategic human resource management (HRM), and corporate social responsibility (CSR). According to **(Haugh and Talwar, 2010)** implementing strategies for sustainable development, such as corporate social responsibility (CSR), affects how organizations handle interactions with stakeholders and carry out organizational activities. This

encompasses the dynamic between employees and employers, as well as the protocols entailed in corporate branding. Nevertheless, the existing conceptions of employer branding do not align with these altered corporate environments. The study presented a novel approach that reconceptualizes employer branding as a fundamental element of a CSR strategy. This approach provides a fresh viewpoint on employer branding, highlighting its importance in facilitating sustainable organizational expansion and cultivating enduring collaborations between employers and employees **Kim et al. (2010).**

Heilmann et al. (2013) In their 2013 study paper titled “Employer branding in the power industry,” investigated the advantages of employer branding and its specific focus on both prospective and existing personnel. The study’s findings indicate that the primary motivations for employer branding are strengthening the image of the company, streamlining hiring processes, and increasing job happiness. The study emphasizes that employer branding primarily aims to attract and collaborate with new employees through recruitment and educational initiatives. Furthermore, it emphasizes the critical importance of providing training and development opportunities for existing employees. The report also advised organizations to evaluate how their current employees comprehend their company image in order to improve employer branding. Furthermore, doing a review of various employer brand management methodologies might provide more profound knowledge into effective workplace branding.

A study on the antecedents and consequences of employer branding, where they thoroughly researched and analysed the idea. Employer branding is shaped by several factors, including accurate job descriptions, perceived support from the organization, fair distribution of incentives, reputation of the company, trust in top management’s vision, fulfilment of psychological contracts, and the company’s social responsibility (**Knox and Freeman 2006**). As a result, this has an impact on both the monetary and non- monetary accomplishments of businesses. Additionally, senior executives with extensive experience have a significant contribution in influencing a company’s reputation and image. of a company. The widening gap between the present state and the desired state of past conditions has a detrimental effect on employer branding (**Searle et al., 2011**).

Rampl and Kenning (2014) aims to fill the existing research gap by using a consumer brand model that focuses on brand affect and trust to explain the attractiveness of employer brands. According to the researchers (**Johnson and Grayson, 2005; Kenning, 2008; Sung and Kim, 2010**), this study is the first to use a method that combines brand personality, confidence, and effect in the context of employer branding. The study findings suggest that the brand personality characteristic of sincerity significantly influences both the trustworthiness and understanding of the employer brand. Further, the qualities associated with refinement and passion increased the impact of the employer brand, but roughness decreased it. The diversity in the attraction of an employer brand can be attributed to the combined influence of its impact and the level of trust it generates, which accounts for 71% of the variation (**Weber and Johnson, 2009**). **Jain and Bhatt (2015)** investigated the employment preferences of individuals seeking jobs in Delhi and the North Central Region of India. The study's primary purpose was to elucidate the perspectives of young prospective employees regarding the elements that impact workplace branding. The 239 sample was predominantly obtained from students enrolled in business institutes in Delhi and NCR (**Bambacas, 2010; Levinson, 2007; Bhatt, 2012; Jain, 2013**). The study's findings illuminate the perceived significance of firm branding among prospective employees by analyzing distinct branding elements. The investigation's results indicate that the thought- about importance of employer branding characteristics mostly varies based on the prospective employee's age and gender. Public and private sector enterprises must prioritize elements such as employment security, work- life balance, and stability, as these are highly valued by potential employees.

Gilani and Jamshed (2016) focused on the effect of the outsourcing of recruitment processes (RPO) on a company's employer branding and determined that RPO (Recruitment Process Outsourcing) plays a crucial role in enhancing an organization's employer brand. According to the study, an outsourced employee is just as valuable to the reputation of the employer as any full- time employee who works directly for the company. However, **Hauser (2011)** and **Moroko and Uncles (2008)** highlight several concerns regarding the lack of success of the RPO in accurately portraying the employer brand of

the organization. The RPO providers should address this issue, as there is compelling evidence that the corporate or employer brand plays a crucial role in attracting top talent (Gilani, 2011; Johnson et al., 2014). Rousseau (2001) argues that when the brand message effectively communicates the brand values, it enhances the perception of the organization by the recruitment agency, particularly in the case of RPO.

Gilani and Cunningham (2017) revealed the seven prominent themes in employer branding literature which includes employer brand management, brand commitment, rewards and benefits, company culture, corporate brand communication, initial orientation and instruction, and brand values. The study states that employer branding bears significance for employees. In addition, employer branding enhances the company's overall efficiency in HR aspects including recruiting, retention, and involvement. It enables organizations to distinguish themselves from their competition Russell & Brannan (2016). In addition, Fernon (2008) contended that when executed properly, employer branding may effectively retain top talent by creating an atmosphere that enables employees to embody the brand through elements such as training and career advancement. It enhances the contentment and likelihood of staying employed within the organization Cable and Graham (2000).

People must be regarded as one of the utmost crucial assets for a company, and the associated employer brand is an immaterial asset (Hillebrandt, 2013). Employers have a crucial and influential part in this process (Brickson, 2005). Brusch et al. (2018) identified four factors related to company characteristics. These factors are: "environmental and social awareness," "progressiveness," "trust," and "tradition." The factor that was found to be of highest importance was "trust." The authors point out that organizations situated in rural areas should guarantee that prospective employees prioritize employment security and social components. In order to captivate prospective employees, organizations should emphasize these factors and present them as a distinctive selling proposition.

HRD procedures and regulations are crucial in communicating and establishing distinctive employment benefits and insights into the interactions between employees and employers (Martin et al., 2011). The employing company's distinctive work experience plays a

crucial role in attracting and retaining talented individuals, as well as fostering trust (**Burke et al., 2007**). According to **Whitener (1997)**, the adoption of innovative techniques demonstrates the organization's commitment to supporting its employees. Additionally, the employees respond to the company's assistance by showing decreased absence rates and improved performance (Eisenberger et al., 1997; Meyer and Allen, 1997).

Kashyap and Verma (2018) examined the influence of employer branding dimensions, such as social value, interest value, economic value, development value, and application value, on the turnover intentions of employees. The dimensions of social value and development value significantly predict turnover intentions. **Hadi and Ahmad (2018)** identified the specific dimension(s) of employer branding that impact employee retention. The study indicates that only one dimension out of four is significantly associated with retaining staff members, which is a development value. Nevertheless, there is no evident correlation between the retention of workers, interest value, work/life balance, and application value. The research reveals that the development value is an essential component for employees, as it promotes staff retention. In addition, when employees align with the social culture of the firm, their inclination to remain in the organization is enhanced (**Sheridan, 1992; Taormina, 2009; Zheng and Lamond, 2010, De Vos and Meganck, 2009**). The receipt of any form of developmental support from the organization is highly correlated with organizational commitment (**Tansky and Cohen, 2001**). The development value encompasses factors such as mentorship and creating an environment that promotes empowerment (**Hall and Smith, 2009**).

Suikkanen (2010) defines employer branding as a strategy aimed at retaining employees by positively influencing their whole job experience, fostering a favorable work environment, and minimizing voluntary turnover. (**Guthridge et al. 2008**) reported that enterprises are currently facing a substantial shortage of talent worldwide. Consequently, they are employing a variety of strategies that are both exhaustive and diverse in order to attract and retain both existing and potential personnel. At present, employees are more receptive to opportunities, which means they are no longer constrained to a single employer. This is because there are many employment options available to them, allowing

them to easily switch jobs. This poses a challenge for employers who want to retain their current workforce (**Singh and Rokade 2014**). A solid employer brand raises organizational involvement values once workers identify with their the company's values (**Ind 2003**). A reputable and enduring employer brand motivates the workforce to devote additional effort, resulting in positive outcomes for the company. Therefore, a maintained employer brand promotes characteristics such as employee satisfaction, involvement and efficiency in productivity (**Xia and Yang 2010**).

Jiang and Iles (2011) also viewed employer branding as a compelling force that captures the interest of potential applicants and fosters a sense of loyalty among current employees towards a company. **Kucherov and Zavyalova (2012)** provided a definition of Employer Branding (EB) as the essential qualities of an employer that are appealing to a certain audience. These elements possess a highly positive reputation and a well- balanced blend of economic and non- economic (psychological and symbolic) advantages that set a company apart in the job market. **Ferri- Reed (2014)** contends that millennials embrace the concept of “rules are made to be broken” (p. 388), but they are unwilling to conform to the strict confines of a job description that their generation is expected to adhere to. Millennials are the initial cohort to have been raised alongside the web. As a result, they consider internet- based collaboration as a given and possess a strong ability to adapt to emerging technology. Generation Y individuals have a preference for working in an organization that is transparent, meaning that the company's mission, values, operations, and conflicts are freely and honestly discussed with its members. **Santiago, J. (2019)** emphasized the importance of economic factors like higher pay or the chance to move up, which millennials think are less important when looking at future job prospects. The study also states that nearly all aspects of EB attractiveness significantly impact the propensity of millennials to seek employment, except for economic worth. The author suggested that organizations must comprehend these components of brand allure to effectively attract and retain skilled employees. Firms can effectively customize their promotional and HR efforts to match the preferences and objectives of current employees and potential job seekers by examining the most appealing elements of their employer brand appeal.

Tanwar and Kumar (2019) revealed four more dimensions of Employer Branding: positive work culture, diversity, ethics and CSR, and remuneration and incentives. The authors states that a positive work culture covers elements pertaining to the harmony between personal and professional life, the overall values and beliefs of the organization, and possibilities for international experience. Ethics and Corporate Social Responsibility (CSR) encompass matters pertaining to the corporation's policies regarding ethics and social responsibility. The consideration of diversity encompasses factors pertaining to the variety of work and the cultural and social backgrounds of personnel. The wage and incentives dimension refers to factors that indicate generous salaries and appealing incentives for employees. According to the authors, it is essential for fostering employee satisfaction, learning, and professional development to have a conducive work culture that features flexible working hours and a welcoming environment. According to **(Schiebel and Pöchtrager, 2003; Kim and Park, 2011)** the employer brand of an organization can be enhanced by emphasizing the prominent features of its immediate culture. By integrating ethics and corporate social responsibility practices, an organization can establish a positive reputation in the market and among its current and potential employees. Brand enhancement is achieved through the use of compensation and incentives, which refer to an appealing salary structure and reward system.

Itam et. al (2020) investigated the perspectives of HR managers on employer branding activities and their implementation. The study states that managers agreed with statement that the HRD approach and the work environment significantly contribute to the expansion of the organization's reputation. The study proposes that the synergistic impact of branding theories as well as HRD practices will develop the most appealing and prosperous technique for building an employer brand. Three factors necessitate the development of research and theoretical frameworks for employment branding: the inclusion of both potential and current employees in the construction of the psychological contract, the maintenance of consistency among both internal and outside communication systems, and the implementation of a top- down management strategy that prioritizes the brand.

Pfeffer and Veiga (1999) carried out a research study which found managers are more satisfied and motivated when they achieve a higher return on investment (ROI) by managing people within the company, rather than outsourcing organizational functions. Nevertheless, the study determined that the successful carrying out of a people strategy demands a significant amount of time and unwavering support from the management. According to **Gratton and Truss (2003)**, strategy is the foundation for both organizational policies and processes that are created and put into action to make the best use of people's resources.

In the era of Industry 4.0, many organizations are transitioning to technology-driven services and products. Consequently, there is a demand for individuals possessing the requisite skills to help these organizations stay competitive in the global market. With the increasing dominance of technology in workplaces worldwide, it is quite probable that millennials will constitute the majority of employees in such organizations (**Lancaster & Stillman, 2002**). According to **Bennett and Kervin (2008)**, the new generation of employees who have grown up in the digital environment were characterized by complexity. Organizations are experiencing a convergence of employees from different generations, each possessing distinctly unique skill sets and perspectives on workplace culture. The HR department should prioritize the employee value proposition that is presented to the specific group of job seekers that the organization is targeting (**Maurer & Liu, 2007**). **Thomas et al. (2020)** examined the changing methods of employer brand development as a result of HRM 4.0. Organizations would be strongly motivated to implement HRM 4.0 with the purpose of employer branding, in order to recruit and maintain both Generation Y and Generation Z as well. Furthermore, it's going to be hard to keep and teach the senior personnel to adjust to the emerging technology, which is seen as a source of concern by many of them. Hiring technologically proficient individuals from the younger age may lead to older employees experiencing a sense of unease. Preserving the relevance of the employer brand value proposition to both employee categories is the primary challenge of HRM 4.0. The advancements in technology under Industry 4.0 or

HRM 4.0 offer several potential prospects to enhance the productivity and overall effectiveness of organizational processes, hence enabling successful employer branding. The problem of attracting and maintaining high- quality personnel is becoming increasingly important. As a result, organizations are strategically investing in solutions to address this problem by implementing a range of tactics to ensure a strong pool of talented individuals. Employer branding (EB) is a technique that plays a crucial role in attracting, developing, and retaining talented individuals (**Lyon and Marler, 2011**). The literature study indicates that employer branding initiatives in the field of HRM mostly focus on talent attraction and recruiting (**Mandhanya and Shah, 2010**). **Maurya and Agrawal (2021)** investigated the potential impact of corporate talent management practices on perceived employer branding. The results suggest a robust and beneficial correlation between observed employer branding and organizational management of talent. Furthermore, the investigation determined that the most successful indicators of employer branding were the following aspects of organizational talent management: equitable rewards and compensation, the management of work- life balance, and recruitment. (**Cable and Turban, 2003**) discussed that when job searchers are looking for a job, they often explore numerous organizations. They may use the corporate reputation of these organizations as a way to get information about the working circumstances in each one. **Sivertzen et al. (2013)** discovered a direct association pertaining to the business's reputation and the desire to submit an application for employment. The information that the organization provides is what gives potential candidates their first impressions of the organization's reputation or image. These impressions will have an impact on their decision to apply or not for a job offer from that company. **Silva and Dias (2023)** examine the impact of employer branding on job application decisions by investigating the underlying process. The findings indicate a strong and substantial correlation between the intention to apply for a job and the five characteristics of company branding as suggested by **Berthon et al. (2005)**. Consequently, a strong employer branding directly correlates with a higher likelihood of individuals desiring to apply for employment inside that particular organization. Various elements of employer branding, including the level of appeal of

prospective employees to an entity, the pleasant and relaxed work environment, the economic benefits such as above- average salary, the appreciation of employees, and the opportunity for employees to apply their expertise in an organizational setting, appear to contribute to drawing applicants to an organization.

Chopra et. al (2024) also examined the importance of the factors that influence potential candidates' decisions to apply for a specific employer. The research underscores the critical importance of psychological, inventive, and application values that future employees should take into account while evaluating their companies. This involves opportunities for self- confidence and value, the expansion and accumulation of knowledge, and the possibility of utilizing one's abilities and expertise. These characteristics are essential for enhancing the likelihood of individuals wanting to join and cultivating a strong image for the organization. Furthermore, our research demonstrates that branding initiatives have the potential to alter employees' opinions of an organization's appeal. In their study, **Terjesen et al. (2007)** found that employers who provided clear chances for long- term advancement, assigned various work roles within the firm, and offered early growth opportunities were highly regarded as prestigious employers. According to **Islam et al. (2019)**, in the present economic climate, workers prefer companies who provide superior prospects for professional advancement over a higher wage package. Employees are more satisfied when they work for organizations that offer timely promotions and opportunities for advancement (**Arachchige and Robertson, 2011**). Employees generally prefer firms that offer career progression possibilities and a clearly defined objective to pursue, which eventually leads to professional growth (**Chopra et al., 2022**).

Organizational culture possesses significant value, is uncommon, and cannot be replicated (**Peprah and Ganu, 2018**), making it a strong foundation for establishing an employer brand for an organization. Each organization presents a brand that is influenced by its distinct culture, business practices, and economic achievements (**Kowalczyk and Pawlish, 2002**). **Kaur (2024)** examines the correlation between employer branding and its precursor, organisational culture, specifically in the private banking sector. The results suggest a substantial correlation between employer branding and a supportive and bureaucratic

(formal) culture in private banks. However, it was established that the correlation among employer branding and creative thinking was insignificant. The investigation also illustrates a significant and advantageous correlation between employee brand equity factors that include brand consistent behavior, brand promotion, and brand loyalty and employer branding.

2.3 Employee Loyalty

Employee loyalty signifies the degree of commitment and devotion that employees have to their current employer. It includes their emotional perspectives, contemplation, and accountability, which are consistently present in their work. It can also be described as a collective willingness among a group of employees to make a conjecture or sacrifice their own main goals in order to help the organization.

Rosanas and Velilla (2003), The issue at present pertains to the lack of a universally accepted meaning and definition of employee loyalty in the study of human organizations. Loyalty is the commitment to staying with an organization for a long duration.

Employee loyalty, an essential element for the achievement of corporate success, has seen considerable changes throughout history. Historically, loyalty has been perceived as an employee's lifelong dedication to a sole employer, frequently motivated by employment stability and perks. The Industrial Revolution had an impact on this idea's creation in the early 20th century, a time when long employment stretches were common and profitable for both employees and employers (**Smith, 2021; Johnson, 2019**).

On the other hand, employee loyalty is defined as the commitment, dedication, and employee's willingness to continue working with their current employer. Engagement, efficiency, and advocacy for their employer are all enhanced by loyal employees. They are more likely to make a positive impact on workplace culture and stability, thus decreasing turnover rates and associated costs. Companies that work to cultivate devoted and loyal employees will see significant increases in earnings per employee (**Bashaw and Grant, 1994; Konovsky and Cropanzano, 1991; Mayer and Schoorman, 1992; Moorman et al., 1993**).

The interplay of employer branding and employee loyalty is a topic that is drawing increasing interest from both academics and practitioners in the workforce. Creating a feeling of belonging and purpose for employees is one of the ways that a powerful employer brand may increase employee loyalty. Matching employee expectations with company values achieves this.

According to **(Ghosh et al., 2013)**, organizations have a greater chance of retaining their employees if they appreciate the accomplishments of their employees, show concern for their well-being, and create a favorable atmosphere for employees to work in. **(Arasanmi, C.N. and Krishna, A. (2019))** states that employee retention is positively impacted by organizational support, career development, inter-unit support, top management support, senior support, employee well-being, and work-life balance.

Employer branding also enhances the brand image of firms by offering a distinct advantage over competitors. **(Maheshwari et. al 2014)**. These variables of employer branding are designed to attract and retain highly skilled individuals within the company. Therefore, firms must strive to establish a robust employer brand.

According to **Barrow and Mosley (2005)**, employees are also looking for functional advantages, such as access to modern technology and superior equipment, in order to execute their jobs and responsibilities. Performance benefits are also considered by employees. According to **Chauhan and Mahajan (2013)**, businesses have a responsibility to place a high priority on the significance of their employees and to make every effort to maintain these employees' levels of satisfaction with regard to the organization's goal, vision, values, remuneration, possibilities for career growth, culture, and work environment.

Researchers such as Frederick Herzberg and Abraham Maslow investigated the variables that motivate individuals and lead to loyalty **(Herzberg, 1966; Maslow, 1954)**. They proposed that job satisfaction and self-actualization are significant factors in this process. The post-World War II economic boom reinforced the conventional perception of loyalty, since stable and long-lasting work became a cultural expectation **(Smith, 2021)**.

Nevertheless, the late 20th and early 21st centuries witnessed substantial transformations. Employment patterns have been modified due to globalization, technological improvements, and shifts in job market dynamics. Employee loyalty is now seen as a dedication to the organization's goals and ideals, regardless of how long someone has been in their position (**Thompson, 2013; Lee, 2015**). This contemporary perspective highlights the need for reciprocal regard, moral handling, and congruence between individual and institutional principles as important elements in developing loyalty (**Kelloway & Barling, 2010**).

The idea of employee loyalty primarily focuses on the devotion of employees towards the organization. In addition, it elucidates the reasons for maintaining loyalty within the firm. In today's competitive business environment, an organization's achievement relies on the quality of its employees. The main duty of every organization is to retain skilled and competent employees. The primary goal is to leverage the specialized knowledge of highly qualified personnel to establish a competitive advantage in the market. The majority of experts in their study believed that employee commitment and loyalty are significant factors that influence employee behavior. The marketing field offers various strategies that explain the need to prioritize employees and methods for developing engaging and devoted employees. Moreover, organizations are increasingly facing challenges in retaining staff. Employees possess exceedingly elevated expectations regarding their employment, and their demands are progressively escalating. The loss of vital employees might result in significant repercussions for the organizations (**Reichheld, 1996; Stroh & Reilly, 1997**). Based on information from the U.S. Department of Labor, replacing an employee costs an organization approximately one-third of the person's annual wage (**Michaud, 2002**). In such situations, organizations must possess the knowledge of how to retain skilled individuals.

According to **Sokro (2012)**, an organization makes use of its employer branding strategy to attract employees in their business that can stay with the company and influence the choice of employees to stay or leave the organization. Employee loyalty and retention depends on the image of the organization that the employer has developed in the

employee's mind, which is also important for attracting a new workforce (**Dabirian et al. 2017**). **Martensen & Grønholdt (2006)** focused on developing and using a model of employee loyalty. The study presents a relationship- based model consisting of three variables of influence: 'perceived contribution to the company value', 'work satisfaction', and employee loyalty'. Additionally, six determinants have been discovered for these areas of results. In addition to employee satisfaction and loyalty, a novel approach involves evaluating their perception of how their contributions contribute to the organization. Employing a cause- and- effect model allows us to obtain a more extensive knowledge of employee loyalty, including its determinants and its implication on the company's value. **Bloemer et al. (2006)** examined how employee relationship proneness (RP) affects attitudinal and behavioral loyalty in a bank setting. The study indicates that employee RP, as a personal characteristic, influences loyalty in behavior in terms of desire to remain, favorable word of mouth, brand identification, and commitment via emotional, calculative, and normative commitment. Workers who have a greater tendency towards building relationships are prone to develop loyalty in comparison to employees who are less inclined towards building relationships. According to **Heskett et al. (1994)**, staff loyalty is acknowledged as a crucial factor in determining client loyalty and the overall performance of a service organization. Thus, it can be inferred that employee RP, through fostering employee loyalty, ultimately has the potential to enhance customer loyalty and improve the bank's overall efficiency. The study's findings suggest that banks must exercise caution in their recruitment and selection process. The study proposed that banks should evaluate prospective workers based on their RP, in addition to conventional requirements like work experience, skills, and competencies. Numerous studies in the marketing literature have concentrated on relationships that are founded on relying and locking in, which are referred to as constraint- based connections. However, employee relationship marketing (RP) emphasizes the positive motives that drive employees to become involved in a relationship with their employer, known as dedication- based relationships (**Bendapudi and Berry, 1997**).

According to **Alford (2001)**, all instances of employee dissent are driven by self-interest, whether it be a tangible or perceived personal gain, a longing for recognition, or a need to address a moral conflict. **Hegstrom (1999)** discovered that individuals can have both self-interest and social conscience as motivations for expressing disagreement. The influence of organizational culture on employee behavior is substantial (**Daft, 2001**), hence it is reasonable to anticipate its effect on employee dissent. The conflict between employee satisfaction and disagreement among workers is evident. **Hamilton (2011)** examined the perceptions and reactions of government employees towards restrictions on their right to publicly express dissent about their company. The findings suggest that individuals make decisions on employee dissent based on organizational principles that have been unconsciously internalized. The impact of formal policy, training, or legal repercussions on dissent was found to be less significant compared to the impact of perceived career or relationship risks, employee experience, and organizational culture. The participants acknowledged the importance of their right to express disagreement, yet were prepared to give it up in order to uphold a voluntary code of conduct to serve a greater purpose.

Penrose (1959) argues that employees who have experience working in a specific organization or team are able to generate more value, individually as well as collectively. This is due to the fact that their services are of higher quality due to their familiarity with the organization's methods and environment, as well as their team members. According to **Barney (1991)**, only resources that meet the characteristics of value, shortages, inimitability, and non-substitutability, and need unique investments, are capable of creating value that surpasses their own value. **Schrag, (2001)** argued that the significance of loyalty in promoting the welfare of employees is subject to scrutiny, particularly when their commitment to the business is not met by a corresponding level of commitment from the organization itself. **Guillon and Cezanne (2014)** examined the correlation between employee loyalty and organizational performance through a comprehensive analysis. The survey highlighted that while employee loyalty is a significant concern, particularly during periods of economic and societal turmoil, there is little agreement on the precise meaning

of the notion. The study also emphasizes a range of metrics for employee commitment to their employer as well as for organizational effectiveness.

Ibrahim and Al Falasi (2014) examine the correlation between employee loyalty, specifically organizational commitment, and its two components: affective commitment (AC) and continuance commitment (CC), and employee engagement. The results demonstrated a substantial correlation between loyalty and involvement. Effective commitment was identified as having a greater influence on employee engagement than continuation commitment. The investigation proposed that businesses and managers must comprehend the substantial influence of loyalty and its effect on employees' engagement. Greater levels of loyalty are positively correlated with increased employee engagement, leading to enhanced teamwork, improved performance, and decreased turnover. **Aityan and Gupta (2012)** outlined several measures that firms should implement to enhance employee loyalty, including education, awards and recognition, fostering a culture that encourages development and individual growth, and improving workplace circumstances. **Tatum (2006)** proposed a set of incentives to foster employee loyalty, which includes respect, communication, appreciation, rewards, and perks. **Suliman and Al- Junaibi (2010)** highlighted the importance of establishing an ethical environment that fosters stronger dedication to the organization, as well as other benefits such as job satisfaction and reduced employee turnover.

Rice et. al (2017) examined the relationship between poor interprofessional collaboration, employee loyalty, and job tension. The study found evidence supporting the immediate and cumulative impacts of these factors on job tension in challenging work environments. The study findings indicate that inadequate interprofessional collaboration significantly amplifies job anxiety among employees, particularly those who exhibit the highest level of loyalty towards the organization. The study's findings indicate that by mitigating inadequate interpersonal communication (IPC) in a manner that is beneficial for both the employee and the organization, the overall organizational climate and employee well-being will be improved, ultimately leading to positive outcomes for patients and society. As **Peck and Norman (2009)** emphasize, improving communication is crucial.

Nevertheless, it is essential to tackle the widespread difficulties related to power and agency among professional organizations in order to empower all members. This is a significant difficulty. An effective solution to address these issues could involve giving patients a stronger voice in healthcare (**Renedo et al., 2015**).

Tseng and Wu (2017) investigated the influence of ethical leadership on the loyalty of financial professionals. They specifically look at how organizational identification (OI) and perceived psychological contract fulfillment (PPCF) function as mediators. The study examines the impact of ethical leadership, fulfillment of psychological contracts, and organizational identification. The research showed that there was a significant connection between the loyalty of professionals to the companies they worked for and their experiences with ethical leadership. Additionally, this study showed that financial professionals' perceptions of fulfilling psychological contracts and organizational identification have an impact on the effect of ethical leadership on employee loyalty. Findings indicate that ethical leadership plays a significant instrumental role in the fulfillment of perceived psychological contracts, corporate affiliation, and employee loyalty. Ultimately, the study concludes that to enhance the relationship between ethical leadership and the loyalty of employees, financial businesses must invest the required resources to improve the fulfillment of psychological contracts and organizational identity.

Waqas et al. (2014) found a significant correlation between job satisfaction and job loyalty. Job security not only increases employee loyalty but also boosts job retention. Additionally, salary and rewards are essential to enhancing employee retention. **Rishipal (2019)** examined the attributes of employee loyalty and counterproductive work behavior (CWB) in the Indian hospitality industry. The research additionally looked into the reasons accountable for the elevated propensity for employee loyalty. The results indicate that managers with low levels of counter-productive behavior exhibited a high tendency toward employee loyalty, whereas managers with a larger tendency toward counterproductive work behavior had a very low level of employee loyalty. Job security, compensation, benefits, job satisfaction, and growth opportunities were determined to be significant variables contributing to high levels of employee loyalty. In contrast, participating in

detrimental actions such as ignoring or arguing with others, vandalizing company assets, stealing, deliberately working slowly or inaccurately, neglecting protocols, taking excessive breaks, and being consistently late or leaving early were discovered to be strongly linked to a significant level of counterproductive work behavior (CWB).

According to **Jacobs et al. (2016)**, the level of employee satisfaction with communication in the organization is evaluated within the framework of the social capital theory. Additionally, according to **Weick (1988)**, perception in organizations is crucial because it aids managers in making decisions. **Sinityna et. al (2024)** present a range of theoretical perspectives that investigate the correlation between IC and the effect it has on staff loyalty. The authors argued that there are many theories about people and managers, like social exchange, social cognitive, expectancy, social identity, and socio- analytic theories. There are also many theories about organizations, like network, sensemaking theories, and resource- based views, which are closely related and important for studying how internal communication (IC) affects employee loyalty. The study concludes that internal communication plays an important role in fostering employee outcomes such as loyalty, as well as improving employee performance and commitment.

Hart and Thompson (2007) states that loyal employees and employers often develop a profound social and emotional connection, leading to the establishment of more meaningful psychological agreements. Employees who demonstrate substantial loyalty have stronger contractual ties to their companies, leading to a longer employment duration and greater work experience. This indicates a higher level of engagement with the company when compared to employees with low levels of loyalty (**Kutaula et al., 2020; Rhian, 2002**). **Könsgen et al. (2018)** argued that online employee reviews have proven to be a useful tool for job seekers to reduce misinformation. **Yao et. al (2024)** examined the impact of employee loyalty on online reputation within the tourism and hospitality industries. The authors contended that the length and readability of open- ended comments are directly correlated with the helpfulness of reviews. Additionally, they found a positive correlation between employee loyalty and concise evaluations. Furthermore, employees' opinions

regarding job uncertainty have a notable moderating impact on the correlations mentioned above.

2.4 Impact of Employer Branding on Employee Loyalty

Collins (2006) presented evidence that the perceptions of job seekers about a business entity as a possible employer, specifically their level of “employer knowledge” which encompasses familiarity, reputation, and image, significantly influenced their inclination to apply for a job and their subsequent application behaviors. **Jiang and Iles (2011)** studied the variables that cause staff members and prospective applicants to be interested in staying with or applying for jobs in private companies in Zhejiang, China. The results of the investigation underscore the significance of bringing in and keeping graduates to address skill requirements. The study suggests that organizational attractiveness and Employer-brand equity are significant considerations in influencing individuals’ inclinations to accept a job offer. These factors also operate as mediators and crucial variables during the initial recruitment process. According to the study, companies should know that job candidates care about organizational attractiveness (OA), especially the parts of employee- based brand equity that deal with brand trust, developmental value, financial value, interest value, and social value.

Maxwell & Knox (2009) state that the objective of employer branding extends beyond the attraction of future employees and also impacts the satisfaction and commitment of existing employees. The discourse surrounding employer branding has disproportionately focused on the process of recruiting employees rather than considering the broader aspects of work life **Rosethorn (2009)**. Retaining and engaging the current personnel might be considered an equally significant objective of employer branding. The authors uncovered a favorable relationship involving the impacts of employer branding (such as job happiness and emotional contract) and the retention of employees. Moreover, the study discovered a clear correlation between employer branding and organizational commitment, which ultimately results in the advancement of brand advocacy.

Literature indicates that favorable word of mouth has a beneficial impact on employer brand (**Uen et al., 2015**), and current employees can proactively contribute to enhancing an organization's external brand (**Dutton and Dukerich, 1991**). **Alshathry et. al (2017)** introduced a conceptual framework for employer brand equity (EBE) that integrates the viewpoints of employer brand customers into a single framework for attracting and retaining employees. The paradigm acknowledges the interconnectedness of the work connection among employees and employers, starting from the hiring process and extending throughout the employment contract, by combining the HRM and marketing literatures. The study asserts that their four- cell typology will aid HR managers in analyzing EBE (employee brand equity) for their organizations. Furthermore, it will help them determine precedents that can be used to capitalize on various aspects of EBE while formulating tactics for the purpose of attracting and keeping top employees in highly competitive labor markets.

Arasanmi and Krishna (2019) investigated the correlation between the employer branding attribute of organisational support and employee retention in a government agency in New Zealand. The study states that use of perceived organisational support as an employer branding method has an effect on retaining employees. Also, the perceived level of support from the organization significantly influences employees' commitment to the organization, which subsequently predicts their likelihood of remaining with the company. According to this study, organizational commitment was instrumental in determining the connection between organizational support and employee retention.

According to **Cotton and Tuttle (1986)**, turnover is the frequency with which employees leave a workforce. Turnover intentions are a well- documented conclusion of numerous organizational behavior research. According to **Bojmel and Shuv- Ami (2019)**, there is evidence that supports the idea that organizational brand equity (OBE) is important for keeping employees in a company. They also argue that it is important to prioritize knowledge components (enhancing employees' understanding of the business, its vision, goal, products, etc.) and activities that foster employees' good sentiments towards the organization. The survey indicated that modern firms must recognize that both prospects

and employees are crucial target audiences for employer branding initiatives designed to promote an organization as an exceptional workplace.

Kumar et. al (2021) examine the factors contributing to a stronger employer brand and explore the relationship between employer branding (EBR) and key elements of corporate life, including corporate social responsibility (CSR), employee motivation levels, and intention to stay (ITS). Findings conclusively indicate the role of motivation in mediating the relationship among EBR and ITS. The findings of this research indicate that EBR (Employee Benefit Reinvestment) results in increased employee motivation, and employees who are highly motivated are more likely to have the intention to remain employed within the corporation. The study also suggests that a strong employer brand (EBR) can inspire employees to passionately embody the brand they are associated with. Consequently, this aids the business in retaining exceptional individuals by improving interpersonal capital, structural capital, and job awareness, and the employees' sense of achievement and personal development. **Rampl (2014)** states that employees are more likely to remain in a company when they can relate to the organization, align themselves with their work, establish friendly relationships with colleagues, experience personal growth and achievement, and understand the significance of their contributions.

Noailles and Viot (2021) examine the validity of the employer brand equity (EmpAt) scale developed by **Berthon et al. (2005)**. This measure assesses the attractiveness of employers based on five dimensions: interest value, economic value, social value, application value and development value. The results highlight the effect of employer brand equity on the favorable state of employee well-being, which subsequently affects loyalty. The results additionally indicate that the impact of EBE on employees' behavioral preferences is considerably intricate. It would be of great help to human resources managers to acquire a more profound comprehension of the situation in which positive effects of employee brand engagement (EBE) on loyalty intention are more significant than the negative consequences.

As stated by **Cable and Judge (1996)** managers must ensure that the organization's CSR actions are communicated clearly and consistently. This will enable employees to assess

and align their values, aspirations, and culture with the organization. **Bharadwaj (2023)** examined the impact of CSR branding on employee retention. Findings indicate that implementing CSR activities can assist organizations in effectively managing the global challenge of increasing employee turnover, therefore keeping highly skilled staff. Furthermore, the report contends that organizational identity and person- organization fit (mediators) have an indirect but direct impact on staff retention through CSR branding. The findings indicate that having a good identity and a mutual fit are important factors that strongly impact employee retention. In relation to CSR branding, the findings indicated that initiatives related to CSR aim to enhance the alignment among the organization and its employees, hence increasing employees' levels of interest (**Chawla, 2020**).

Khan et al. (2021) argue that improving employees' opportunities for ongoing professional development through initiatives like mentoring and coaching is crucial. **Bharadwaj (2023)** examined how the employer branding aspect of training and development impacts employee retention by considering the role of organizational identification (OI) as a mediator. The study found it to be a means of organizational identification (OI). The study employs a design and technique that relies on data obtained from Indian IT employees. The regression analysis revealed that the inclusion of employer branding in training and development had a substantial influence on employee retention (ER). Additionally, the process of training and development has a major effect on both the establishment of organizational identification and the ability to retain employees. Organizational identity acts as an intermediary in the interaction in training and development and employee retention. Furthermore, research has shown that social identity can pave the way for more possibilities to support the knowledge that training professionals can significantly impact the learning environment through development and training initiatives (**Korte, 2007**).

According to research by **Zeytinoglu et al. (2012)**, employees are more likely to remain with an organization if they feel their jobs are secure. Employees are more invested in their job and less likely to consider leaving as a consequence of their workplace (**Wan et al., 2018**). **Kar and Phuong (2023)** gained a thorough understanding of employer branding

elements and how they might relate to current hotel employees' intentions to leave. The investigation revealed that turnover intentions were adversely affected by economic, social, development, and security values. Nevertheless, the impact of interest and application values on the intention to turnover was not verified. The study proposed that hospitality managers might give priority to activities and techniques that have an impact on their staff's intentions to resign, hence decreasing employee turnover. **Pelaez et. al (2024)** analyzed the impact of an employee experience strategy on employee loyalty as well as the connection between customer and employee loyalty in a business that provides services. The results of study indicates that the implementation of an strategy for enhancing the work environment of employees has a positive consequence on employee loyalty. It also suggests that firms that employ this human resource management strategy are capable of achieving both employee and consumer loyalty.

2.5 Mediating role of employee perception in the relationship between employer branding and employee loyalty

In order to recruit top talent and keep their present staff, businesses must devise sufficient and suitable strategies and make concerted efforts. According to **Rucci et al. (1998)**, employees who are seen as the company's first customers tend to provide better service to external consumers, resulting in higher customer satisfaction. According to **Rynes and Miller (1983)**, job qualities impact the overall attractiveness of the position, how well employees perceive the company's treatment of them, whether they are willing to attend another interview, and if they accept the offer. **Chhabra and Sharma (2014)** investigated the organizational characteristics that appeal to final- year management students in attracting them to firms. The study also seeks to analyze the employer branding techniques that have previously been used and determine the most effective channel for firms to enhance their appeal to potential employees. The investigation revealed that the organizational aspects most favored by the students were organizational culture, brand identity, and remuneration. According to students, employment portals are considered the most desirable method for employers to attract them. The study demonstrated a substantial

and favorable association between a robust brand image and the probability of applying. The report also offers significant insights for developing effective employer branding initiatives.

Myrden and Kelloway (2015) analyze the correlation between an employer's brand image, including both symbolic and functional features, and the level of attraction that job searchers have towards the organization. The findings indicated a favorable correlation between both symbolic and functional features with the appeal of job seekers. The study furthermore discovered that the significance of symbolic traits escalated in correlation with the respondents' professional experience. This study provides empirical evidence that prospective candidates form opinions about potential employers by considering the wide range of features of an employer's brand image, such as both functional and symbolic characteristics. The researchers posited that an individual's perception of a company could be influenced by vicarious knowledge, such as information obtained from third- party word of mouth or consumer knowledge, even if they have not directly experienced it.

Maheshwari et al. (2017) examined the perception of HR practitioners in the Mauritian banking sector (MBS) regarding employer branding and its role in enhancing organizational attractiveness and talent management. The study seeks to understand how employer branding is viewed as a method for attracting and maintaining talented individuals. The study posited that company branding is intricately connected to workplace desirability, talent acquisition, and retention, which are seen as essential components of both human resources and marketing strategies. Additionally, research suggests that organizations that succeed in recruiting, retaining, and developing their workforce will acquire a substantial competitive advantage in environments that are exceedingly competitive. This study's findings highlight the need to redesign managerial collaboration in firms to effectively develop and execute the EB strategy. Furthermore, the study recommended that employer branding should be seen as a forward- thinking strategy to enhance the effectiveness of staff attraction, retention, and development. Human resource professionals working on MBS projects clearly support HR Marketing's framework for employee value propositions (**Schweitzer and Lyons, 2008**).

Hoppe (2018) determined the symbolic aspect of perceived employer brand image (PEBI) as a precursor to positive brand- related identification and employee behaviors, specifically corporate brand identification (CBI) and brand citizenship behaviors (BCB). The study found a clear connection between how employees view their employer's brand image and their engagement in brand citizenship behaviors. The study suggests that the way employees view the image of their employer affects their behaviors towards the brand through their affiliation with the corporate brand. The study suggests that in order to improve brand- related employee attitudes and behaviors, practitioners should focus on improving employees' perception of the employer's prestige and sincerity, especially in regards to symbolic job opportunities. According to **Ashforth and Mael (1989)**, one of the important characteristics that might boost CBI is the uniqueness of the employer brand's principles and practices. These aspects set the brand apart from others and give the organization a sense of prestige.

Lee et. al (2018) established the framework of employer brand and examined the alignment between employees and employers about the components of employer brand. The study's findings indicate that job seekers place significant emphasis on whether the prospective employer can provide genuine personal benefits. It was discovered that the vast majority (90 percent) of crucial employer brand aspects are consistent between job- seekers and current employees. Job searchers placed greater emphasis on international job chances and a comfortable working atmosphere compared to current employees. Conversely, current employees prioritized a robust training system over job seekers. This disparity indicates that individuals seeking employment place greater emphasis on practical aspects, whereas current employees prioritize the significance of their work and personal fulfillment. According to **Edwards (2009)**, in order for a business to attract and retain exceptional workers and grow its human capital, it needs engage in a number of deliberate efforts, including good enterprise performance and corporate social responsibility. This may entice the qualified candidates as well (**Lievens, 2007; Zhu et al., 2014**).

Rai (2020) investigates the opinions of seafarers to identify the characteristics associated with employer branding in the maritime industry. The study discovered that both practical

and symbolic characteristics accounted for a substantial amount of the variation in predicting the appeal of sailors' profession. In particular, the instrumental aspects of social/team activities, structure, advancement, travel opportunities, and compensation and benefits were discovered to have a positive correlation with the work appeal of seafarers. The attractiveness of the present employment among seafarers was positively associated with sincerity, competence, and status as symbolic dimensions, whereas it was adversely associated with ruggedness.

According to research by **Theurer et al. (2018)** and **Vercic (2021)**, internal communication is crucial in influencing employee views towards corporate branding, particularly when employees are seeking knowledge that is pertinent to them. As per **Kessler (2013)** effective, multi- channel communication generates a positive attitude in terms of attracting and retaining personnel and gives workers subjective standards by which to judge the message's efficacy. **Deepa and Baral (2021)** expand the existing body of knowledge in the subject of employer branding. The study indicate that the manner in which employees assess the influence of effective integrated communication on employer branding affects their attitude and, as a result, their appeal to the organization. According to some theories, the choice of communication channels can affect how attractive employees are to other people. The findings suggest that having a well- coordinated and efficient communication system is essential for attracting employees. Additionally, the choice of communication channels and their usefulness interact with effective integrated communication to positively impact employee attraction.

According to research by **Botha et al. (2011)** employer branding has developed into a science of branding that aims to market a distinct combination of both tangible and intangible EVP traits to both present and potential workers in order to fulfill the employer brand promise. **Deepa and Baral (2021)** investigate how employees perceive the effectiveness of integrated communication and fulfillment in relation to attributes of the employment value proposition (EVP). The results indicate that the success of integrated communication possesses an effect on how employees view the fulfillment of employer value proposition (EVP) features and the overall worth of the business's reputation as

regarded by employees. The report further asserts that integrated communication results in successful outcomes when employees experience consistency and coordination when communicating with brands. This affects how employees perceive the degree to which their psychological contract is met, particularly in relation to the characteristics of the employer value proposition (EVP). Consequently, this results in favorable employee conduct that contributes to employee well-being and engagement (EBBE).

However, workers would rather have management communicate with them in an open, honest, and consistent manner that promotes equality and justice for everyone (**Lub et al., 2016**).

According to **Buddhapriya (2005)**, work-life balance (WLB) is a mentality that enables people to successfully juggle their various obligations at home, in the community, and at work. A person's physical, mental, familial, and community well-being are all enhanced when they experience this harmony, and they are better able to weather adverse situations (**Melo et al., 2018**). **Maurya et. al (2021)** assess the impact of perceived work-life balance on the perceived level of employer branding attraction value and organizational talent management. The study's findings indicate that the perception of work-life balance significantly and positively impacted the attractiveness and value of employer branding, as well as the management of organizational talent. The study has also demonstrated a significant and positive correlation between the appeal of employer branding and the perception of successful organizational talent management. Furthermore, research has revealed that the significance of employer branding attraction serves as a mediator in the relationship between work-life balance and organizational talent management.

Pimental et. al (2021) investigate the discrepancies in mental agreement levels and perspectives regarding company branding between employees of family and non-family enterprises. The findings from this research indicate that employees in family organizations had greater levels of psychological relationship and employer branding beliefs than those in non-family companies. The findings imply that there is a favorable connection between employees' perceptions of company branding and the degree to which family businesses experience psychological contract. The study also emphasized the significance of

allocating resources towards enhancing the organization's capacity to meet its responsibilities towards its employees. This fosters a favorable and efficient relationship, ultimately resulting in improved organizational performance and outcomes.

Joglekar and Tan (2022) examined the correlation between employee- generated content (EGC) and firm- generated content (FGC) in the form of LinkedIn posts. The findings show that both employee- generated content (EGC) and firm- generated content (FGC) have a positive impact on perceptions of the employer brand. The employer's appeal and the company's image serve to further strengthen this connection. These results indicate that organizations can attract new talent, improve their brand image, and increase their attractiveness by strategically utilizing their own and their employees' LinkedIn accounts, as well as encouraging staff engagement initiatives. **Plakhotnik et. al (2023)** examined the appeal of internship advertisements to potential candidates and their opinion of these advertisements in relation to company branding. The study's findings reveal a discrepancy between the techniques used by employers to promote their brand and the way potential interns perceive the attractiveness of these employers. Organizations prioritize economic value, visual identity, and functional qualities, while potential interns value symbolic traits and development value. The results indicate that internship advertisements are ineffective in attracting prospective candidates.

Kaur and Shah (2022) focused on the perception of current and potential employees on the employer brand of the Indian armed services. The results of the research demonstrate that employer branding is a complex phenomenon with various dimensions and sub-dimensions. It emphasizes that disparate groups of workers attribute equal importance to both tangible and intangible benefits. The military comprehends the need of establishing as an appealing employer brand with the goal of attracting and keeping the necessary people. The report also contended that training and development initiatives demonstrate to employees that their firm appreciates their contributions, fostering a sense of belonging. Improved skills and expertise offer more career prospects for progressing within the business, which leads to a greater dedication to the company. Segmenting personnel according to age, region, job type, and duration can help enhance employer branding.

Based on the research by **Burke et al. (2014)** and **Young et al. (2018)**, segmentation offers employers useful information about employees' work attitudes, commitment, and intention to leave. Based on the findings of this study, it is crucial for leaders in organizations to understand that their employees value learning and development the most since it allows them to stay up-to-date with the latest skills and knowledge (**Arachchige and Robertson, 2013**).

According to **Bush and Balven (2021)**, in order for an employer to keep its employees, it must ensure that its values and beliefs are congruent with those of its workers. **Chopra et. al (2024)** examined the relationship between employer branding (EB) and the ability to retain talented employees. Findings indicate that employees' impressions of the company brand strongly influence their attitudes, which in turn affect their behavior. Moreover, research indicates that employer branding initiatives have an influence on the output, loyalty, and engagement of current employees, as well as the identity and organizational atmosphere. According to the survey, employer branding strategies should foster an atmosphere that promotes employee growth and learning, and recognizes the value of their contributions to the organization. When employees find their employer attractive, they are more likely to be actively engaged and committed to their duties and responsibilities. Dedicated workforce that demonstrate unwavering commitment to the company and its aims are very important assets for any firm.

2.6 Mediating role of Job Satisfaction in the relationship between employer branding and employee loyalty

Job satisfaction is a widely researched concept in the field of human resources. According to **Parasuraman et al. (1991)**, a business can regard its personnel as customers. According to studies (**Lok and Crawford, 2001; Wright and Davis, 2003**), job satisfaction is a construct that is closely associated with a number of organizational outcomes, including employee motivation, commitment, and efficiency. According to **Mittal and Kamakura (2001)**, one significant function of a brand is to enhance employee satisfaction. This level of satisfaction aids in forecasting future attitudes and actions towards a brand. Employment

satisfaction, an individual's attitude towards their employment, is regarded as a favorable result of employer branding. **Priyadarshi (2011)**, indicates that Employer branding enhances employee happiness and commitment by fostering a cohesive organizational culture. **Gaddam (2008)** investigated the correlation between employer branding and employee satisfaction. The study's implications indicate that a robust employer brand has a significant effect on staff happiness, which subsequently influences consumers' experiences. Furthermore, it was suggested that in order to enhance employee satisfaction, it is crucial to provide extensive training and mentoring programs. Therefore, job satisfaction is regarded as a result of employer branding.

Schlager et. al (2011) examines the methods for developing positive employee attitudes that are important for establishing a service brand. The empirical findings validate that the perceived emotional burden has an impact on employee happiness and their sense of affiliation with the organization. In addition, the development value and social worth of employees had a notably favorable impact on their job satisfaction while working with the "company today". The empirical findings also confirm the notion that "diversity value" has a considerable favorable impact on job satisfaction. The study proposed that in order to foster the establishment of the service brand among existing employees, a combination of strategies targeting both employee satisfaction and staff identification should be taken into account. The EB can impact both the traditional and complementary service profit chains (**Homburg et al., 2009**) by assessing employee satisfaction and identification with a company. According to **Heskett et al. (2003)**, **Anderson and Mittal (2000)**, and **Heskett et al. (1994)**, EB improves the service profit chain, which has been extensively studied, and it indirectly pays off by increasing a company's profitability.

According to **Locke (1976)**, the spectrum of effect theory, a comparison between an employee's aspirations and their actual work results in job satisfaction. Employees' happiness on the workplace may depend on the importance they place on certain aspects of their work, according to this hypothesis. Furthermore, there are individual-level factors that influence job satisfaction; these include employees' devotion to the organization, their level of education, their age, gender, and experience **Ayodogdu and Asikgil (2011)**.

Lelono and Martdianty (2013) in their study examined how the employer brand influences voluntary employee turnover intention in an Indonesian life insurance firm. They also investigated the importance of job satisfaction and organizational commitment as mediating factors in this association. The focus of this investigation is solely on how the employer brand affects the internal organization, with an emphasis on current employees. The employer brand is found to enhance both organizational commitment and job happiness, which in turn indicates the likelihood of voluntary turnover. The findings indicate that the employer brand has an impact on employees' intentions to leave the firm voluntarily. When employees have favorable opinions regarding the company, it contributes to establish a positive employer brand and reduces their intentions to leave voluntarily. This relationship between both variables is somewhat mediated by organizational commitment; nevertheless work satisfaction is not considered as a mediator variable in this investigation.

Tawar and Prasad (2016) examine both traditional and contemporary dimensions of employer brand and verify their impact on job satisfaction among current employees. Furthermore, the study also examines how gender influences the relationship among employer brand attributes and job happiness. The study's findings indicate that training and development are the primary factors influencing job satisfaction. Consequently, the study recommends that employers prioritize training and development to enhance job satisfaction. It is advised that employers provide a comprehensive learning experience through diverse development programs. Furthermore, it was discovered that reputation was the second most influential element in determining job happiness. The level of acceptance perceived from co-workers belonging to other cultures or communities has a direct correlation with job happiness. Research also demonstrates that implementing work-life programs and CSR initiatives has a substantial positive influence on employee morale and satisfaction. According to several studies (**Campbell, 2009; Longhi, 2011; Pitts, 2009**), diversity is a major component influencing job happiness. According to previous research (**Wayne et al., 2004; Cegarra-Leiva et al., 2012; Wang and Walumbwa, 2007; Virick et al., 2007**), WLB procedures lead to positive outcomes for employees. Job sharing,

flexible work hours, parental leave, telecommuting, and on- site care facilities are all part of the WLB initiatives for employees. Employees report greater satisfaction in their work lives when their supervisors are helpful and thoughtful in encouraging WLB (**Aryee, et al., 2005**). **Valentine and Fleischman (2008)** found that employees' perceptions of CSR and ethical programs have a significant effect on their level of job satisfaction. Additionally, when an organization disregards ethical principles in favor of maximizing profits, employee happiness drops (**Koh and Boo, 2001**). Similarly, **Coldwell et al. (2008)** discovered that workers were content when they saw their companies acting ethically toward society. Therefore, effective CSR efforts boost employee happiness on the job. The promotion of an innovative culture improves employees' attitudes and behaviors, according to a study by **Odom et al. (2003)**.

Davies et. al (2018) examined the impact of employee characteristics (age, gender, role, and experience) on the relationship between employer brand image (specifically warmth and competence) and employee satisfaction and engagement. The study's findings demonstrate that the base model was confirmed, supporting the notion that employer imaging has an impact on employee satisfaction and engagement. Satisfaction acts as a mediator in the connection between employer brand image and engagement. The impact of the employer's brand image and satisfaction on employee engagement are both moderated by age, experience, gender, and the extent of consumer contact. An option for gender- specific employer image development could be to counteract any gender- specific disparities in involvement, as **Brammer et al. (2007)** discovered evidence for their hypothesis that the association between CSR as well as employee commitment was higher for females.

Miller et al. (1979) and Mobley et al. (1978) state that leadership, supervision, and employees' perceptions of their jobs' motivational potential and pre- employment expectations are some of the environmental and organizational elements that contribute to employee turnover. **Sahu et. al (2018)** examined the impact of transformational leadership on the desire to leave a job by taking into account the intermediary factors of employee engagement, employer branding, and psychological attachment. The findings suggest that

the implementation of transformational management style significantly influences the probability of employee attrition. Employee engagement plays a role in mediating the relationship between transformational leadership and corporate branding. Workplace branding has an impact on the relationship between psychological attachment and leadership. The study proposed that providing team leaders with training in transformational leadership can facilitate the development of a strong psychological bond with employees, leading to long-term benefits. Engagement also affects other outcomes, such as commitment to the organization and work satisfaction (**Saks, 2006**). The findings from various studies indicate that transformational leadership has a positive impact on employee engagement (**Bhatnagar, 2007; Ghadi et al., 2013; Tims et al., 2011; Salanova et al., 2011**). However, the current understanding of transformational leaders' brand building behavior is further enhanced by considering employee engagement as an intermediary among transformational leadership or employer branding.

According to **Jathanna et al. (2011)**, job satisfaction encompasses an employee's emotions towards every facet and quality of their employment (**Delobelle et al., 2010**). category of work; instead, it depends on what workers anticipate from their position (**Issah, 2013**). **Mangles (2015)**, there are nine factors that contribute to a happy workplace: salary, advancement opportunities, management style, perks, operating procedures, colleagues, tasks, and dialogue. **Goujani et. al (2019)** examined the impact of job satisfaction on employee loyalty at Isfahan Province Gas Company (IPGC). The findings indicate that job satisfaction has minimal influence on the loyalty of employees who are unable to leave their current employment. The study suggested that organizations should ascertain the precise factors and obstacles that impact individuals and the organization as a whole. Subsequently, it is imperative to implement suitable strategies to augment job satisfaction and maintain employee loyalty. This process aims to transition employees from being merely satisfied to becoming loyal advocates, leading to a higher number of content and devoted employees. According to **Tanriverdi (2006)** and Bayram and Ünğan (2018), creating a positive impact on employees' workplace experiences leads to employee satisfaction.

Dhir et. al (2020) examined a model that demonstrates impact of person- job fit (PJF), person- organization fit (POF), and perceived supervisor support (PSS) as independent factors on job satisfaction and employee loyalty in the Indian context. The research's findings indicate that person- organization fit (POF), perceived support from supervisors (PSS), and individual fit in the job (PJF) all exert a substantial influence on employee loyalty and job satisfaction. Person- organization fit (POF) has been identified as the most influential predictor in the proposed model, when compared to person- job fit (PJF) and perceived supervisor support (PSS). The study proposed that HR managers might implement pertinent strategies and advocate for organizational policies to cultivate employee loyalty. How well an employee's qualities match those of the company has a big impact on their attitude and behavior, according to **Hoffman and Woehr (2006) and Sahu (2018)**. Workers who report high levels of job satisfaction are those who have positive relationships with their supervisors and coworkers and the strong correlation found between PSS and job satisfaction (**Westover and Taylor, 2010**).

Itam and Swetha (2021) analyzed the connections between employer branding (EB), total quality human resource management (TQHRM), and sustainable employability outcome variables, including employee performance, satisfaction, and loyalty. The findings demonstrate that TQHRM practices have a significant effect on employer branding activities and sustainable employability. Effective employability is significantly influenced by employee satisfaction, performance, and loyalty. The ISO's latest set of guidelines enhance the hiring process and organizations by implementing more effective HR procedures. Research has also indicated that HR teams that excel in people management methods and have a strong influence are consistently associated with higher financial performance of firms. These teams also play a crucial role in instilling company values among the entire workforce. Evidence from a variety of research and consulting studies (e.g., **Cardy and Dobbins, 1996; Dalvi, 2021; Hwang et al., 2020; Meyers et al., 2020; O'Neill et al., 2016; Rehmani et al., 2020; Tarnovskaya and de Chernatony, 2011**) supports the idea that improving EB and TQHRM leads to long- term benefits for businesses. Thus, EB generally attracted a lot of interest from leaders, HR experts, and

TQM managers. Participation from its members is the key to every organization's survival. Management and staff are able to bridge the communication gap with the help of this notion. When it comes to implementing job happiness and loyalty, TQHRM practices like employee involvement, competency skills, and leadership traits are king (**Nienaber, 2019**). **Aristana et. al (2022)** studied the employee loyalty in the hospitality industry, with a particular emphasis on the Covid- 19 pandemic. This additionally investigates the connection between organizational leader support and the development of employee loyalty, trust, and job satisfaction. The purpose of this investigation is to investigate and clarify the role of satisfaction and trust as mediator variables. The results show that leaders' support has a positive impact on employee satisfaction. Employee behaviour is significantly influenced by employee satisfaction. The results suggested that loyalty was not quantitatively significantly influenced by leader support. Leaders' loyalty and support are simultaneously mediated by satisfaction and trust. The report asserts that employee satisfaction has a big impact on employee loyalty.

Bhardwaj and et. al (2022) investigated the relationship between employee retention, organizational identification, and satisfaction with work. Also, they examined the intermediary roles of job satisfaction and organizational identification in the relationship between employer branding and employee retention. The findings demonstrate a direct and favourable relationship between the identity of a company, the ability to retain employees, and the level of satisfaction experienced by those employees in the context of corporate branding. The analysis verifies that employee retention is mediated by company branding, which is influenced by work satisfaction and organizational identity. Additionally, the results provide justification for the sequential mediation model, which demonstrated that employer branding influences employee retention by means of the successive steps of job satisfaction and organizational identification. The research indicates that organizations that implement a distinctive set of characteristics in their employer branding strategy can get a competitive edge by achieving high levels of employee retention. According to **Robbins and Judge (2009)**, job satisfaction is a result of how one perceives and evaluates their

work. Therefore, according to **Dechawatanapaisal (2018)**, a positive workplace perception could greatly influence employee retention.

Nguyen and Nguyen (2023) focus on the impact of employer attractiveness (EA) on both employee engagement (EE) and employee performance (EP). The study's findings indicate that employer attractiveness (EA) has a beneficial influence on employee engagement (EE) and employee performance (EP) characteristics. Nevertheless, the research indicates that no statistically significant correlation is found between employee engagement (EE) and employee performance (EP). The authors suggested that to improve employee engagement and performance, managers should synchronize and integrate social, developmental, applicative, safety, and economic factors.

Rodrigues and Sousa (2024) examine the importance of employer branding (EB) and internal marketing (IM) in addressing the challenges of attracting and retaining talent. The study found that organizations perceive Employer branding (EB) and Internal Mobility (IM) as crucial components of a successful personnel management strategy. The empirical findings indicate that the implementation of IM and EB practices inside the firm positively impacts employee happiness, motivation, and engagement, leading to a reduction in the likelihood of employees intending to quit. Furthermore, it should be emphasized that these activities foster an augmentation in the sense of organizational desirability, resulting in a favourable effect on its capacity to attract. Companies rely on these experts to help them reach their objectives and gain a competitive edge (**Madurani and Pasaribu, 2022**). Therefore, a company's ability to attract, keep, and develop talent determines its market position (**Al-Dalahmeh et al., 2020**). **Raziq and Maulabakhsh (2015)** states that there is a correlation between a pleasant workplace and content workers. According to **Nafe and Alizadeh (2022)**, the presence of a supportive and pleasant work environment affects job satisfaction. **Al-Omari and Okasheh (2017)** stated that this environment should also enable people to carry out their duties in a secure and comfortable manner.

Chapter III

RESEARCH METHODOLOGY

3.1 Overview of the Research Problem

Despite its growing popularity among practitioners, employer branding remains relatively underexplored in academic circles due to its status as a new concept. Employer branding has gained significance as organizations endeavor to distinguish themselves in fiercely competitive job markets. This is because firms are facing a scarcity of highly skilled personnel. The idea is that by investing in human resources through employer branding, organizations can enhance employee satisfaction, retention, and overall productivity, leading to a rise in the organization's value. Despite the growing recognition of the importance of employer branding, there is a shortage of research on its influence on employee loyalty, a crucial determinant of corporate success. This research aims to examine the link between employer branding and employee loyalty, focusing specifically on job satisfaction, using quantitative methods. The objective of this research is to ultimately close the gap. Organizations seeking to enhance their talent acquisition and retention strategies by implementing effective employer branding campaigns may find the findings to offer valuable insights.

3.2 Operationalization of Theoretical Constructs

This section will investigate the theoretical foundations that underpin the primary concepts of this investigation: employer branding, employee loyalty, and job satisfaction. The goal is to clarify the definitions, dimensions, and interconnections of these concepts through the operationalization process. This will establish a framework for understanding the influence of employer branding on employee loyalty, with job satisfaction functioning as a mediating factor. This theoretical discourse will ensure a logical examination of the study problem and provide direction for the empirical research.

Brand equity theory for employer branding:

The basic theoretical foundation of our evaluation is brand equity theory, which is based on marketing research, such as Keller's work in 1993. **Ambler and Barrow (1996)** described the employer brand notion as a combination of HRM and marketing, with potential application of marketing and brand management theory. This perspective is also supported by **Gardner et al. (2011)**. While existing research on employer branding incorporates several ideas, such as information processing theories, the majority mostly rely on brand equity notions. Therefore, our review adheres to this specific emphasis. In the subsequent sections, we establish the fundamental definitions necessary for adopting a coherent theoretical approach to brand equity.

The brand is composed of various identifiers, including the name, sign, symbol, or a combination of these elements. These components act as distinguishing factors that set a company's products and services apart from its competitors (**Keller 1993; Kotler and Keller 2016**). Brand equity, which encompasses a collection of assets and liabilities linked to brand identifiers, is the additional value attributed to a product or service **Aaker (1991)**. The presence of a brand has a distinct impact on how consumers respond to a product or service, as demonstrated by studies conducted by **Aaker (1991), Farquhar (1989), and Keller (1993)**.

Within the branding literature, there have been two prevailing conceptualizations of brand equity, each with slightly distinct characteristics. **Aaker (1991)** categorizes brand equity assets and liabilities into five distinct groups: brand loyalty, name recognition, perceived quality, brand associations, and other intellectual assets such as patents. In addition, **Keller (1993)** differentiates between two primary elements of brand knowledge, which can be considered as the factors that characterize brand equity and are similar to the assets and liabilities of brand equity as defined by **Aaker (1991)**: brand awareness and brand image. Brand awareness is a measure of how strong a brand is in people's memory and how easily it comes to mind. On the other hand, brand image refers to the numerous sorts of connections that determine the unique response to a brand's value. One way to identify association types that summarize specific information is by dividing them into product-

related and nonproduct- related qualities (**Keller 1993**). These two conceptualizations of brand equity, which have partially distinct characteristics, form the main theoretical basis for conceptualizations of employer branding.

Social exchange theory for employee loyalty:

Social exchange theory (SET) is a highly significant conceptual framework used to comprehend workplace behavior. **Blau (1964)** states that the Social Exchange Theory (SET) offers a framework for comprehending how organizations and managers contribute to the development of employee commitment and favorable work attitudes. Social exchange refers to a situation when an organization treats its employees well, expecting that the employees will eventually reciprocate the positive treatment. Simply put, when employees are exposed to a favorable work environment and desirable benefits, they feel compelled to respond by adopting a more positive attitude towards their workplace. Conversely, when they experience unfavorable treatment, they tend to adjust their work attitudes in a negative manner **Parzefall and Salin (2010)**. Positive social interchange can lead to reciprocal advantages for both the firm and its employees. SET, as defined by **Eisenberger et al. (1986) and Graen and Scandura (1987)**, consists of two distinct forms of social exchange. Perceived organizational support (POS) is a concept that centers around the reciprocal relationship between an employee and their employer. Another approach is leader- member exchange, which focuses on the quality of the interaction between the employee and the supervisor. It is based on the level of emotional support and exchange of valuable resources (**Lee and Hong 2011; Wayne et al. 2002**).

Equity theory for job satisfaction:

Equity theory, proposed by behavioral psychologist John S. Adams in the 1960s, posits that employees experience more motivation and satisfaction when they perceive equitable treatment from their employer. According to the theory, employees maintain a cognitive record of the inputs and outputs of their work and then compare this ratio with that of others to assess if they are being treated equitably. If individuals perceive that they are not meeting

their expectations, they may experience dissatisfaction, loss of motivation, or maybe resign from their employment. Job satisfaction, defined as the pleasurable or emotional state that arises from evaluating one's job or job experiences (**Locke, 1976**), is considered one of the most crucial outcomes for employees (**Harter et al., 2002**). Ensuring job satisfaction among employees of all age groups is a significant challenge for organizations, as it has a direct impact on various measurable outcomes such as job performance, employee turnover, profitability, customer satisfaction, and employee health (**Harter et al., 2002; Judge et al., 2001; Thielgen et al., 2015**). The equity hypothesis, proposed by Adams in 1963 and 1965, is a well-established theory that seeks to explain job happiness. According to this theory, any employment connection may be seen as an exchange relationship between the person and the business. Within the context of this reciprocal arrangement, an employee's level of contentment with their employment is determined by the proportion of favorable outcomes they receive in relation to the effort they put in (**Lawler (1973)**). Outcomes refer to the compensations that employees receive from their employers, such as salary. Inputs refer to the contributions made by employees to their organizations, such as their work effort. Employee satisfaction is achieved when there is a fair and balanced exchange between what they do to the business and what they receive in return (**Huseman & Hatfield (1990)**). Nevertheless, when the results do not align with the efforts put in, this disparity gives rise to cognitive conflict and discontentment in the workplace (**Pritchard, 1969**). Equity theory has not considered employee age as a potential individual variable that could impact these interactions.

3.3 Research Purpose and Questions

The purpose of this study is to investigate the variables and correlation between employer branding and employee loyalty, as well as how these factors influence employees' decisions to join or leave the companies.

1. To identify various factors that affect employer branding.
2. To identify various factors that affect employee loyalty.

3. To understand the correlation between employer branding, employee loyalty, and job satisfaction in the information technology sector in India.
4. To assess the influence of employer branding on employee retention in the information technology industry in India.
5. To analyze the mediating role of job satisfaction in the relationship between employer branding and employee loyalty within the Indian context?

3.4 Research Design

Research is a systematic and organized investigation. It offers a framework for the process of making decisions. Research involves the utilization of scientific knowledge in the field of management. Research technique reduces the level of ambiguity associated with management decisions. Research provides the foundation for making informed decisions. Research is distinguished by its methodical, objective, reproducible, relevant, and controlled nature.

Research is relevant in diverse fields such as marketing, production, banking, materials, and human resource development. The research process consists of five crucial steps: problem formulation, study design, data collection, data analysis, and interpretation of results. Research can be classified based on its core objectives:

- 1. Exploratory Research**
- 2. Conclusive Research**

Exploratory research

Exploratory research entails the examination of connections between variables. Exploratory research employs a more informal methodology and simultaneously investigates multiple options. Exploratory research is intended to establish a foundation and acquaint oneself with the overall topic, as the term suggests, by simply investigating it.

Conclusive Research

Exploratory research generates multiple hypotheses that must be evaluated in order to draw conclusive findings. When tested for validity, these conclusions form the foundation for decision- making. Conclusive research is employed to test the theories derived from exploratory research. Conclusive research can be categorized as either descriptive or experimental. An instance in the corporate setting could be doing an exploratory investigation on a novel management style with the purpose of providing a concise report to a team of executives. Before selecting whether to adopt the strategy, it is crucial to do this initial step.

Descriptive research, as its name implies, is intended to provide a detailed description of anything. This can include the characteristics of users of a certain product, the extent to which product usage differs based on factors such as income, age, or gender, or the number of individuals who were exposed to a specific television advertisement. In order to achieve optimal advantages, a descriptive study must gather data with a clear and specific objective. Descriptive studies differ in the extent to which a particular hypothesis serves as the guiding principle. It enables the testing of both implicit and explicit hypotheses, depending on the study problem. An instance of this type of study would be a comprehensive collection of data regarding the characteristics of clients. By gaining a deeper understanding of the client, sales and marketing management will be able to make more informed judgments regarding new product development.

Experimental research involves manipulating one or more variables under controlled conditions to get data that demonstrates the resulting consequences. Experiments are designed to artificially generate specific scenarios in order for the researcher to gather the necessary data and correctly measure it. Experiments are considered artificial because the conditions they involve are typically fabricated specifically for the purpose of conducting tests. The artificial nature of the experimental technique is essential since it allows researchers to have greater control over the variables they are investigating. By exerting

control on the factors present in a given circumstance, one can acquire more definitive evidence of cause- and- effect relationships between any two of them.

Problem Identification

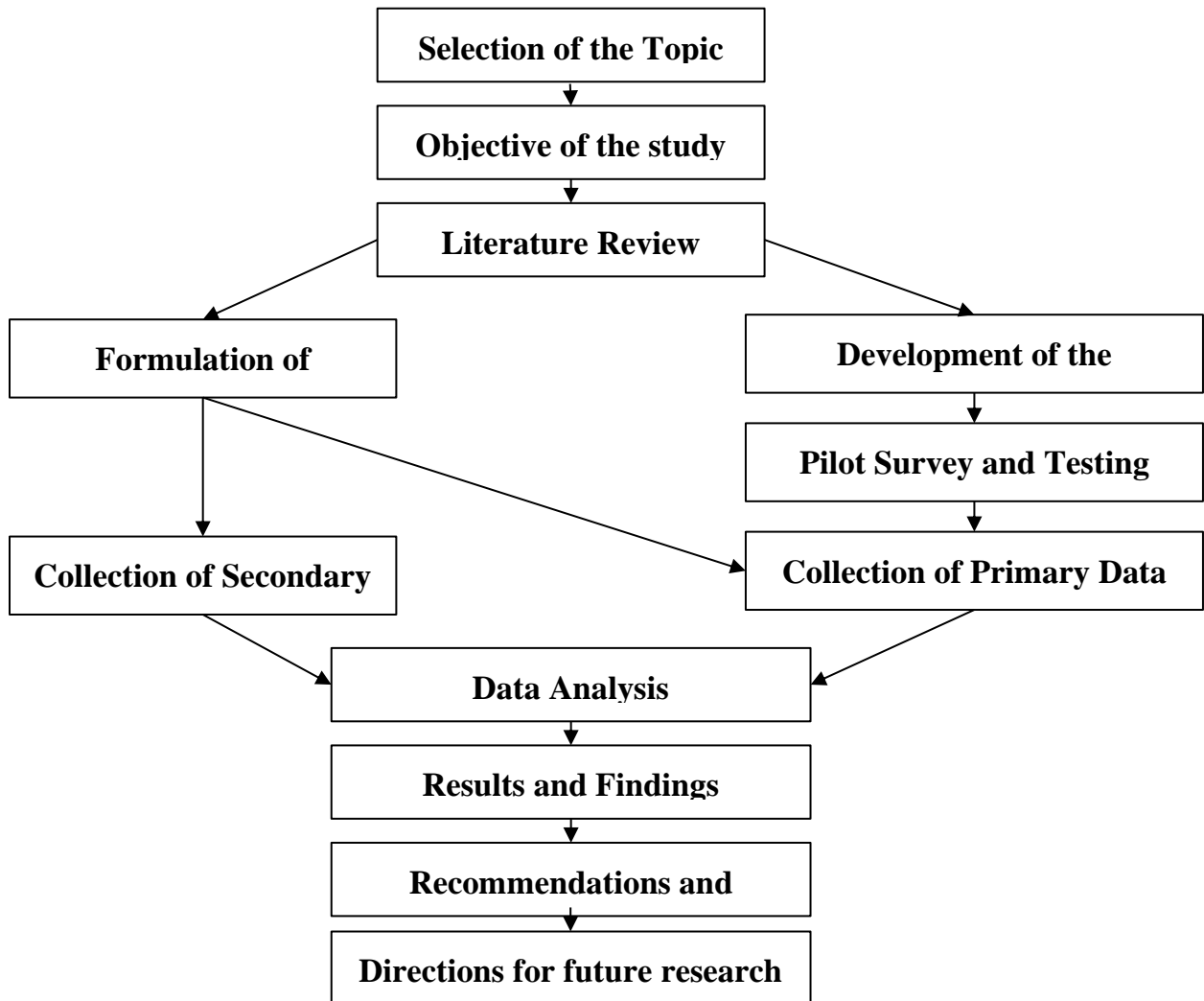
As the dynamics of the global workforce continue to undergo rapid change, it is becoming increasingly important for businesses to ensure that they are able to keep individuals who possess a high level of expertise inside the organization. The loyalty of employees is one of the numerous factors that influence the success of a company, and employer branding is one of the many factors that have an impact on employee loyalty. The reputation of a firm as an employer is what is meant by the term “employer branding.” The way in which the organization is seen, the level of happiness experienced by employees, and the decision to remain or leave are all greatly impacted by it. According to the academic literature, the particular mechanisms via which employer branding promotes employee loyalty have not yet been adequately investigated, despite the fact that this topic is extremely important. First, an overview of the steps taken to develop the methodological framework is introduced (Figure No. 3.1).

The research design was used to determine the dimensions of employer branding. In order to fill the gap that currently exists, the purpose of this study is to conduct a thorough investigation into the relationship that exists between employee loyalty and the branding of the organization. One of the current issues is that many companies put a significant amount of resources into employer branding, yet they frequently do not have any concrete data to support the claim that it is helpful in building employee loyalty. With the help of this study, we intend to identify and investigate the aspects of employer branding that have the most important impact on the loyalty of employees. Employers will be able to improve their strategy for retaining staff and gain practical insights when they take advantage of this opportunity.

In a nutshell, the research is centered on gaining knowledge of the ways in which company branding influences employee loyalty. By gaining this knowledge, businesses will be able

to better align their branding efforts with the objective of maintaining a team that is both motivated and committed.

Figure 3.1 Purpose of the Study



Source: Developed by the Author

3.5 Population and Sample

The selection of a sample for a study is a critical step in the research process. **Onwuegbuzie and Leech (2002)** argue that making sampling and sample size considerations is central to quantitative research. The selection of an appropriate sampling method depends upon the

aim of the study (**Marshall, 1996**). No predetermined sample size or percentage of total employees was established, as IT companies do not provide details about the number of employees due to legal restrictions and proprietary information. Consequently, convenience sampling methods were employed to identify respondents, and only those employees who had been working in the same organization for at least one year were selected. The study aims to analyze loyalty challenges in Indian firms operating in the service sector, with a specific focus on the IT industry. The rationale for this choice is the distinctive dynamics of the Indian IT industry, which is currently experiencing a significant rate of employee turnover (**Ghosh, 2021**). The study utilized a sample size of 350 questionnaires that were distributed to personnel working in various private organizations in India within the IT industry. Of the questionnaires distributed, 242 were completed and returned, yielding a response rate of 69%. The final convenience sample consists of 242 employees from diverse companies throughout India, which is sufficient for performing factor analysis and regression, following the recommendations of **Hair et al. (2010)**. The data collection for this study involved the use of both paper-based and online questionnaires. The target respondents were employees working in the private sector. The selection of these industries was based on their widespread presence in the Indian context.

3.6 Participant Selection

For the purpose of this research study, the sample consisted of individuals who were employed in the information technology sector in India. A systematic questionnaire was used to collect data from IT experts in four key cities in India: Pune, Hyderabad, Bangalore, and Chennai. The questionnaire was distributed to these individuals so that the data could be collected. These cities were chosen because of their relevance as significant hubs for information technology (IT), which provide access to a substantial and diverse pool of experts working in the industry.

Professionals who were easily accessible and willing to take part in the sample selection were the primary focus of the present investigation. In order to ensure that the insights provided by the participants were in line with the key goals of the research, the

questionnaire was developed with the purpose of evaluating the many aspects of employer branding and the impact that it has on employee loyalty. The findings are appropriate in this context since the sample offers a robust representation of India's information technology sector as a result of the geographical and industrial focus of the sample.

3.7 Instrumentation

Employer Branding: The Employer Branding Scale, created by **Nanjundeswaraswamy (2021), Pontinha and Coelho do Vale (2020), Zhang and Laroche (2020), Castro et al. (2020), Zarantonello et al. (2016), and Hegner and Jevons (2016)**, was used to evaluate employer branding. A total of 24 items were assigned to measure the employer branding across seven categories: Career Development Opportunities (CDO), Compensation and Benefits (CB), Corporate Social Responsibility (CSR), Organizational Culture (OC), Training and Development (T&D), Work Environment (WE), and Work Life Balance (WLB). A five- point Likert scale was used to evaluate each item.

Employee Loyalty: The employee loyalty scale created by **(Loewenthal, 2001; Yi and Gong, 2013; Dutta and Dhir, 2021)** was used to evaluate employee loyalty. Additionally, the questionnaire had been divided down into three subscales: trust (TR), willingness to stay (WS), and sense of ownership (SO). A total of 13 items were included in these subscales to assess employee loyalty.

Job Satisfaction: A 23- item scale that has been divided down into six sub- scales—pay, training, promotion, and recognition, supervision, and job security—was used to measure job satisfaction. The job satisfaction scale was adopted from the scale developed by **Sharma, Misra and Mishra, P. (2017)**.

3.8 Data Collection Procedures

Data collection (Pilot Survey): Before the questionnaire was finally distributed to the target audience, a pilot survey was carried out in order to gather preliminary information. An evaluation of the suitability and clarity of the questions contained in the questionnaire was the objective of the pilot research that was conducted. Additionally, the researcher was

able to investigate the reliability of the instruments through the use of the pilot study. Based on the principle of convenience sampling, the pilot study was carried out in the cities of Pune and Bangalore in India. Employees from the information technology sector made up sixty of the participants. The SPSS 28.0 Version was utilized in order to carry out a reliability analysis.

Techniques for the collecting of data (Method of Data Collection): For the purpose of evaluating the hypotheses, it was necessary to collect data from both primary and secondary sources. Because of this, both primary and secondary data from relevant sources were gathered.

Data collected from primary sources: main data were gathered through employee surveys and interviews with employees working in the information technology business.

(a) Questionnaire: Surveys and interviews are the most popular methods used in quantitative research, and they are also the methods that are applied in all forms of business, marketing, and management research types. In light of this, a survey of employees was carried out utilizing structured questionnaires on their part. For the purpose of Employer Branding (Nanjundeswaraswamy, 2021; Pontinha and Coelho do Vale, 2020; Zhang and Laroche, 2020; Castro et al., 2020; Zarantonello et al., 2016; Hegner and Jevons, 2016), as well as Employee Loyalty (Loewenthal, 2001; Yi and Gong, 2013), questionnaires were constructed with appropriate scales provided by specifically, Dutta and Dhir (2021). Measurement and validation of employee loyalty were discussed. Those were chosen to be the most congruent with the existing body of literature and pertinent to the specific study environment. The demographic information that was included in the questionnaires included the respondent's age, gender, educational background, experience working for the same organization, and overall experience.

Data collected from secondary sources: During the first stage of the inquiry, an effort is made to acquire a comprehensive comprehension of the issue that is currently being investigated. A literature review was carried out for the purpose of this investigation, and secondary sources of data were utilized. The researcher is able to obtain secondary data in a timely manner while also minimizing the associated costs. Books, periodicals, newspaper

articles, journals, and websites were some of the secondary sources of information that were utilized in the research to gather information.

3.9 Data Analysis

There were three primary statistical approaches that were utilized in this study for the purpose of data analysis. These methods were descriptive statistics, factor analysis, and regression analysis. In order to study the connection between employer branding and employee loyalty, it was necessary to utilize each of these tactics in order to conduct an analysis of the data collected from information technology professionals.

1. Descriptive Statistics

Descriptive statistics furnished a systematic synthesis of important characteristics, presenting a transparent overview of the dataset's fundamental patterns and trends. This part emphasizes a thorough analysis of the demographic attributes of the sample population, encompassing factors such as age, gender, tenure, educational attainment, and organizational position. The analysis of these elements facilitated the construction of a response profile and underscored their possible impact on views concerning employer branding and employee loyalty.

Essential statistical metrics, including the mean, median, standard deviation, skewness and kurtosis, were computed for inquiries related to employer branding and employee loyalty. The mean and median were utilized to ascertain the central patterns, providing insights into the average and typical replies, respectively.

Standard deviation quantifies the dispersion of responses, indicating the extent of the difference in perceptions among the sample.

Skewness was computed to assess the symmetry of the response distribution. This measure assessed whether the responses were biased positively or negatively, suggesting a possible inclination towards more favorable or unfavorable perceptions of employer branding and employee loyalty.

Kurtosis evaluates the “tailedness” or the acuteness of the distribution’s apex. Elevated kurtosis signifies that responses are clustered around the mean, whereas diminished kurtosis may imply a more uniform distribution of responses, providing insight into the extremism or moderation of ideas within the sample.

Frequency distributions elucidated the prevalence of various responses or values, visually depicting the distribution of each variable to emphasize prevalent patterns and anomalies. This comprehensive analysis offered a thorough examination of central patterns and variability within the dataset, facilitating an understanding of the extent of consensus or variance in replies about Employer branding and employee loyalty.

These descriptive insights provided a detailed picture of the sample’s demographics and response patterns, creating a solid basis for interpreting the data in the next inferential statistical study.

2. Factors Analysis

Factor analysis was performed to reveal the fundamental structures among variables associated with employer branding, facilitating a comprehensive comprehension of the key elements affecting employee loyalty. This technique is vital for uncovering latent aspects within the data that, while not immediately apparent, significantly influence employees’ perceptions and behaviors.

The investigation commenced with a exploratory factor analysis (EFA), intended to discern patterns among the variables and categorize them according to shared characteristics. This method facilitated the amalgamation of numerous interconnected variables into a more concise array of unique components, so streamlining the dataset and improving interpretability without compromising essential information.

3. Regression Analysis

An investigation of the relationship between Employer branding and employee loyalty was carried out with the help of regression analytical techniques. For the purpose of determining the extent to which various characteristics of employer branding, which were discovered

using factor analysis, have an impact on employee loyalty, multiple regression was applied. The research was able to determine the magnitude and orientation of the connection with the help of this instrument, which enabled the researchers to get insights into the ways in which various aspects of employer branding influence employee retention and satisfaction within the information technology industry. In order to analyze the predictive ability of employer branding on loyalty, the study utilized regression analysis. Additionally, additional variables were controlled for in the statistical analysis.

These technologies, when combined, provided a comprehensive approach for data analysis, which ensured that the findings of the study are reliable, substantial, and applicable in terms of understanding the impact that employer branding has on employee loyalty.

3.10 Research Limitations

The current study has the following limitations: these limitations create the future scope of research in this area. The limitations of the study are:

1. Since the study was conducted using primary data, the reliability of the findings is dependent on how accurately respondents answered the questions.
2. The study has taken into account how organizations operate in the Indian setting. As a result, global generalizations about the organizations might not be possible.
3. Since the study was conducted for the information technology (IT) sector, generalizations across other industries might not be possible.
4. The study's conclusions might not accurately represent regional or cultural variations.
5. The study is restricted to the 242 sample size, which comprises IT sector personnel.

3.11 Conclusion

In this chapter, a comprehensive description of the research technique is presented. Following the specific definition of the research issue, an operationalization of crucial theoretical constructs was carried out in order to establish a correspondence with the objectives of the study. Within the Indian information technology industry, the purpose of this study was to evaluate the impact that employer branding has on employee loyalty.

Descriptive, exploratory, and diagnostic research approaches were incorporated into the research design, which ensured that a full inquiry was conducted. Both the population and the sample selection were meticulously defined, with the primary emphasis being placed on information technology workers hailing from large cities. Additionally, the process of participant selection ensured that the research objectives were met. An instrumentation that consisted of a questionnaire that was designed with the intention of determining how people feel about workplace branding and how it affects loyalty was utilized.

In this chapter, the procedures for data collection and the analytical tools that were utilized, such as regression analysis, factor analysis, and descriptive statistics, were established. This ensured that the data that was acquired would be examined in a methodical manner. With the help of this chapter, an established methodological framework was developed for the empirical inquiry, which made it possible for the study to successfully accomplish its research objectives.

CHAPTER IV

RESULTS

This chapter presents the results of the study objectives, mainly identifying the various factors that affect employer branding and employee loyalty and understanding the correlation between employer branding, employee loyalty, and job satisfaction among the employees of the information technology sector in India. Furthermore, it also focuses on analyzing the mediating role of job satisfaction in the relationship between employer branding and employee loyalty within the Indian context.

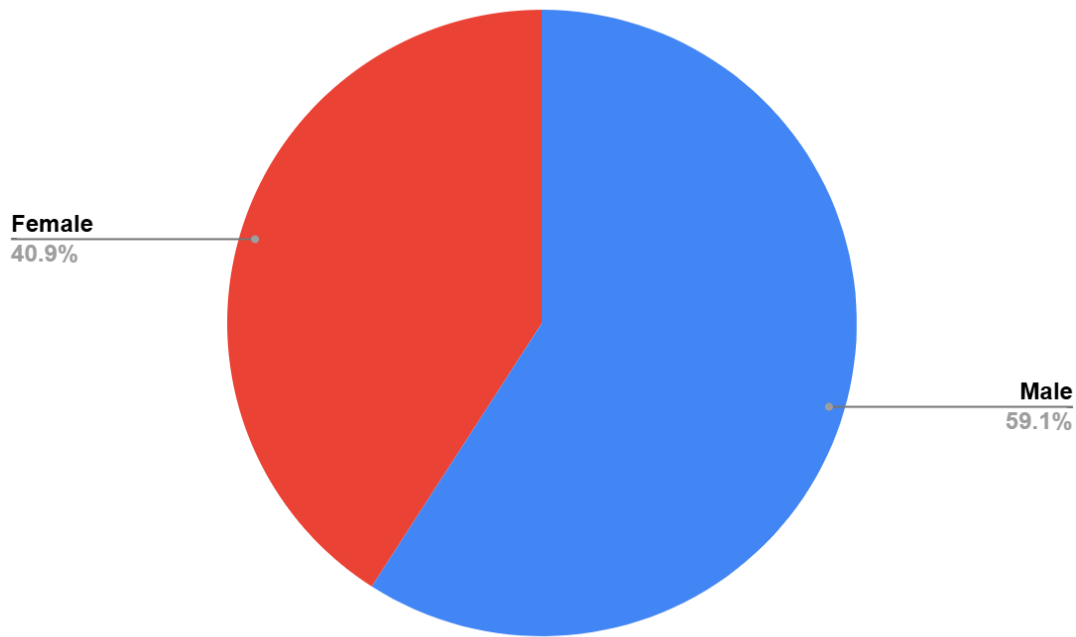
4.1 DEMOGRAPHIC PROFILE OF THE RESPONDENTS

In a research study, demographic factors exercise an important role. This section of the demographic profile of employees in the IT sector includes valuable information such as the respondents' gender, age, overall work experience, work experience of the current organization, and other information. The collected data is analysed using frequency and percent.

Table 4.1: Gender Profile of the Respondents

Gender	Frequency	Percentage (%)	Cumulative Percentage
Male	143	59.1	59.1
Female	99	40.9	100
Total	242	100	

Figure 4.1: Gender Profile of the Respondents



The profiles of the IT sector employees surveyed are shown in Table 4.1 and Figure 4.1. Out of the 242 respondents, 99 are women and 143 are male, according to Table 4.1. Male employees make up 59.1% of the workforce, while female employees make up 40.9%. There are more males than females in the survey; male made up 59.1% of the respondents.

Table 4.2: Age Group of the Respondents

Age Group	Frequency	Percentage (%)	Cumulative Percentage
20 - 25 Years	70	28.92	28.92
26 - 30 Years	71	29.34	58.26
31 - 35 Years	42	17.36	75.62
36 - 40 Years	17	7.02	82.64

41 - 50 Years	31	12.81	95.45
51 Years & Above	11	4.55	100
Total	242	100	

Figure 4.2: Age Group of the Respondents

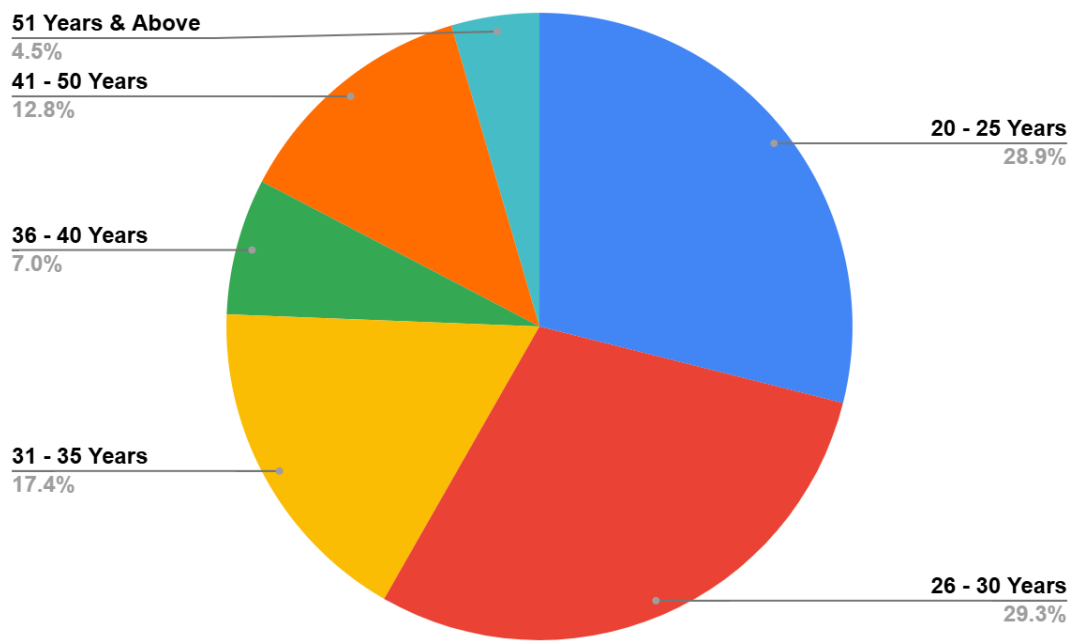


Table 4.2 and Figure 4.2 present the age group profile of the surveyed respondents. The majority of the respondents, that is 71 (29.34%) out of 242 of the respondents, belong to the category of 26 to 30 years of age, then 70 (28.92%) of the respondents are from 20 to 25 years of age, 42 (17.36%) of the respondents are from 31 to 35 years of age, 17 (7.02%) of the respondents are from 36 to 40 years of age, and 31 (12.81%) of the respondents are from 41 to 50 years of age, while 11 respondents belong to the category of 51 years and above. This suggests that most of the respondents come under the category of 20 to 30 years of age.

Table 4.3: Overall Work Experience of the Respondents

Overall Work Experience	Frequency	Percentage (%)	Cumulative Percentage
0 - 5 Years	120	49.6	49.6
6 - 10 Years	55	22.72	72.32
11 - 15 Years	27	11.15	83.47
16 - 20 Years	15	6.19	89.66
21 - 25 Years	11	4.54	94.2
26 Years & Above	14	5.8	100
Total	242	100	

Figure 4.3: Overall Work Experience of the Respondents



Table 4.3 and Figure 4.3 illustrate the distribution of respondents based on their overall work experience. A significant majority, i.e., 120 respondents out of 242 (49.16%) have 0 to 5 years of experience, 55 (22.72%) respondents have 6 to 10 years of experience, 27 (11.15%) respondents have 11 to 15 years of experience, 15 (6.19%) have 16 to 20 years of experience, and 11 (4.54%) respondents have 21 to 25 years of experience, while 14 (5.8%) respondents have 26 years or more experience in the current organization. This suggests that the majority of the respondents are having experience of less than 10 years.

Table 4.4: Work Experience in Current Organization of the Respondents

Work experience in the current organization	Frequency	Percentage (%)	Cumulative Percentage
0 - 5 Years	177	73.14	73.14
6 - 10 Years	31	12.81	85.95
11 - 15 Years	16	6.61	92.56
16 - 20 Years	10	4.13	96.69
21 - 25 Years	5	2.07	98.76
26 Years & Above	3	1.24	100
Total	242	100	

Figure 4.4: Work Experience in Current Organization of the Respondents

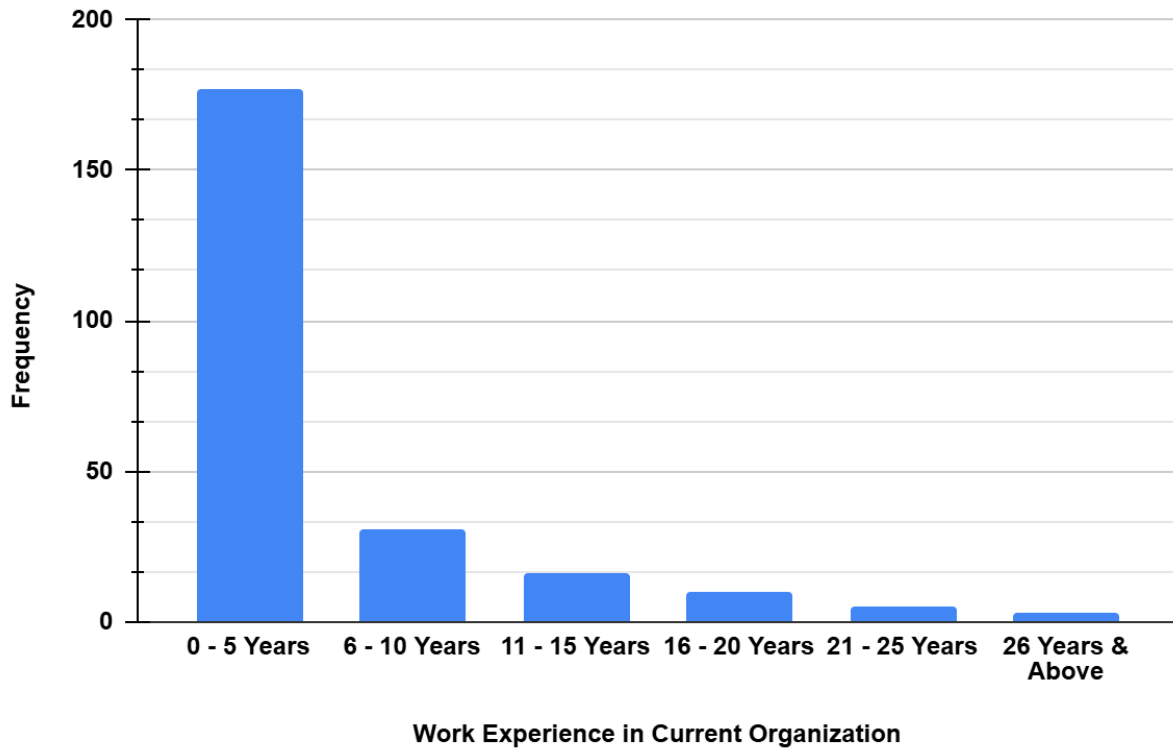


Table 4.4 and Figure 4.4 illustrate the distribution of respondents based on their work experience in their present organisation. A significant majority, i.e., 177 respondents out of 242 (73.14%) have 0 to 5 years of experience, 31 (12.81%) respondents have 6 to 10 years of experience, 16 (6.61%) respondents have 11 to 15 years of experience, 10 (4.13%) have 16 to 20 years of experience, and 5 (2.07%) respondents have 21 to 25 years of experience, while 3 (1.24%) respondents have 26 years or more experience in the current organisation. This suggests that the majority of the respondents are relatively new to the organisation.

4.2 RESEARCH OBJECTIVE 1: TO IDENTIFY VARIOUS FACTORS THAT AFFECT EMPLOYER BRANDING

This objective aims to identify the diverse factors of employer branding. This purpose is achieved through the assistance of:

- 1) Reliability Assessment
- 2) Exploratory Factor Analysis (EFA)
- 3) Descriptive Analysis

The information technology companies in India are seeing competition in the marketplace and is having difficulty retaining their talent. These organizations are endeavoring to elevate their employer branding. Employee responses are gathered using a five- point rating scale to assess perceptions of employer branding practices. The latent factors of employer branding practices are determined by exploratory factor analysis (EFA), which examines the correlations among statements related to employer branding practices and consolidates those that are highly connected. The factors are examined, designated, and subsequently explained below.

4.2.1 Reliability and Validity Assessment

This section measures the internal consistency and reliability of the measurement scale from the employees' perspective. The application of EFA analysis identifies a variety of elements of employer branding techniques. The consistency and stability of data or measures over time and in a variety of contexts are referred to as reliability. The assessment of the consistency of a scale or measurement instrument is known as reliability analysis. It pertains to the assessment of whether a scale generates identical results in uniform settings across a variety of administrations. The scale's trustworthiness for research applications is demonstrated by its consistent findings, which are indicative of high reliability. It evaluates the consistency and dependability of the results of an instrument or measurement. Composite Reliability and Cronbach's alpha were implemented to evaluate the internal consistency and reliability. Confirmatory factor analysis (CFA) was implemented to evaluate construct validity. Below are the findings of reliability analysis:

The Employer Branding Scale, developed by researchers such as Nanjundeswaraswamy (2021), Pontinha and Coelho do Vale (2020), Zhang and Laroche (2020), Castro et al. (2020), Zarantonello et al. (2016), and Hegner and Jevons (2016), was employed to evaluate workplace branding. This scale has 24 items distributed among seven categories: Career

Development Opportunities (CDO), Compensation and Benefits (CB), Corporate Social Responsibility (CSR), Organizational Culture (OC), Training and Development (T&D), Work Environment (WE), and Work- Life Balance (WLB).

Employee Loyalty: A scale developed by Loewenthal (2001), Yi and Gong (2013), and subsequently validated by Dutta and Dhir (2021) was utilized to assess employee loyalty. This measure comprises three subscales: trust (TR), willingness to stay (WS), and sense of ownership (SO), with a total of 13 items.

Job Satisfaction: Job satisfaction was assessed utilizing a 23- item scale comprising six subscales: compensation, training, advancement, acknowledgment, supervision, and job security. This scale was modified from the validation study conducted by Sharma, Misra, and Mishra (2017) for Indian IT professionals.

The Cronbach's alpha values validate the reliability of the scales employed for employer branding, employee loyalty, and job satisfaction, hence reinforcing the robustness of the assessments in this study.

4.2.2. Exploratory Factor Analysis

The EFA requires a substantial correlation among the incorporated employer branding statements and a sufficient number of samples, as determined by the KMO test. The KMO test evaluated the appropriateness of the sample size of the observations that were collected. The Bartlett test of sphericity was used to evaluate the correlation between various employer branding assertions. The following conclusions are related to the KMO and Bartlett tests that were conducted on the data presented below:

Table 4.5: Kaiser- Meyer- Olkin (KMO) and Bartlett's Test of EBP of Employees

KMO and Bartlett's Test		
Kaiser- Meyer- Olkin Measure of Sampling Adequacy.		.885
Bartlett's Test of Sphericity	Approx. Chi- Square	3082.579

	df	276
	Sig.	.000

(Sources: KMO and Bartlett's test computed by IBM SPSS 26)

Kaiser and Rice (1974) state that the KMO statistic must possess a minimum value of 0.5, with values ranging from 0.5 to 0.7 deemed mediocre, values from 0.7 to 0.8 classified as excellent, values from 0.8 to 0.9 regarded as outstanding, and values exceeding 0.9 considered superb (Hutcheson & Sofroniou, 1999; Nkansah, 2018). The KMO data (0.885) is displayed in Table 4.5. It indicates that factor analysis can be performed with an adequate sample size. Bartlett's Test of Sphericity aids in assessing whether the variables in a correlation matrix are orthogonal or uncorrelated. It assesses the null hypothesis that "the correlation matrix of employer branding statements is an identity matrix." The findings of the table indicate that the Chi- square statistic (3082.579) calculated for Bartlett's test is statistically significant (p- value = 0.000). The null hypothesis is rejected, as the correlation matrix does not constitute an identity matrix. Consequently, it is concluded that the employer branding statements integrated into the EFA process to examine employees' perceptions of company branding procedures are significantly correlated.

Latent components of employer branding are derived from statements that are substantially correlated in EFA. The statements supplied are used to derive the latent factors. In the EFA analysis, the explanatory power of the extracted variables is assessed by examining the communalities of the employer branding statements. This represents the percentage of variance elucidated by the derived components across the various claims. Communalities are the sum of the squared factor loadings for each factor associated with a specific variable (Thompson, 2004). The factor's characteristics are not defined by the variable's weak communality, which is a result of the low correlation among the variables. Potential issues with the results, such as an insufficient sample or factor inadequacy, are indicated by a variable communality of less than 0.4 and a very high communality of 1 or higher. The data indicates that the initial communalities of all employer branding statements are one.

However, all of the derived communalities from the employer branding statements exceed 0.4. The communities that were retrieved have a range of 0.436 to 0.715. It implies that the identified components can account for a minimum of 53% of the variation in the selected employer branding statements.

Table 4.6: Total Variance Explained of EBP statements of employees

Total Variance Explained					
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1	7.701	32.088	32.088	7.701	32.088
2	3.214	13.390	45.478	3.214	13.390
3	2.039	8.494	53.972	2.039	8.494

(Source: Researcher calculation through SPSS) Extraction Method: Principal

Component Analysis

The reduction of a variety of elements into components is facilitated by the process of data extraction. (Eigenvalue > 1 rule) (Cliff, N.1988). The latent variables resulting from the factor analysis solution were determined by calculating the eigenvalue of each variable included in the employee questionnaire. Three variables with eigenvalues greater than one were selected. The eigenvalues of the three factors are 7.701, 3.214, and 2.039, as illustrated in Table 4.6. The remaining 46.028 percent of the variation was unexplained due to other factors, while 53.972 percent was explained by these three latent variables and the other factors.

The principal component analysis method is employed, despite the availability of a variety of factor analysis methods. Varimax rotation, which is an orthogonal rotation, is employed in addition to PCA to provide independent employer branding factors. This improves the

explanatory power of employer branding components that have fewer Eigen value statements that can be elucidated using the extracted factors. The orthogonal varimax rotation was devised by Thompson in 2004 and is a commonly used rotational approach in factor analysis. The orthogonal varimax technique is employed by the researchers to retrieve the factors. Unless there are cross-loadings, the minimal loading for an item should be 0.50 or higher (Tabachnick & Fidell, 2001).

Table 4.7: Summary of Factors of Employer Branding Practices Extracted from EFA of Employees

Statement	Factor Loading	Factor Name	Eigen Value	% of Variance Explained
Flexible working condition	0.705	Employee Well-Being and Work Environment	7.701	32.088
Opportunities for onsite assignment	0.689			
There is well set policies and procedure	0.685			
Job security within the organization	0.66			
Recognition for exceptional work	0.645			
HR practices are designed to meet personal needs	0.627			
Rewarded for additional work	0.614			

Opportunity for work- life balance	0.585			
There is adequate salary	0.492			
There are clear opportunities for long term career progression in the company	0.686	Organizational Growth and Development	3.214	13.39
Identifying other company opportunities that suit the employee	0.666			
Communicate openly and directly about career aspirations	0.657			
A springboard for future employment	0.638			
Tell their managers about their skills and eagerness to expand knowledge	0.601			
Opportunities for career progression	0.497			
Seek high- profile assignments using competency mapping	0.495			
Organization provides relative training and development facility	0.471			
Feeling comfortable about myself after working for the company	0.77	Culture and Social Responsibility	2.039	8.494
The humanitarian organization gives back to society	0.77			

Accepts new ideas and provide support to execute	0.753			
Management welcomes opinions and suggestions	0.74			
The company's reputation and CSR are good	0.726			
Corporate ethical empowerment and equitable human resource practices	0.725			
Organization exhibits leadership	0.686			

(Source: Researcher calculation through SPSS)

As shown in Table 4.7, these three variables are responsible for 53.972% of the total variation in the statements that are included. Additionally, it has been determined that the Eigenvalues of these three recovered elements exceed 1. The factor loadings of each statement demonstrate the correlation between the assertions and the properties of the factors. The table's data illustrates that each statement has a factor loading exceeding 0.5. Additionally, each statement demonstrates a single robust factor loading for a single component, while the factor loadings for the remaining components are significantly low. After the analysis of statements with significant factor loadings is completed, each factor is assigned a suitable designation based on its characteristics. This factor examines the employer branding strategies implemented by organizations in the information technology sector.

Factor 1: "Employee Well- Being and Work Environment"

This factor included nine statements: "Flexible working condition" with factor loading 0.705, "Opportunities for onsite assignment" with factor loading 0.689, "There is well set

policies and procedure” with factor loading 0.685, “Job security within the organization” with factor loading 0.660, “Recognition for exceptional work” with factor loading 0.645, “HR practices are designed to meet personal needs” with factor loading 0.627, “Rewarded for additional work” with factor loading 0.614, “Opportunity for work- life balance” with factor loading 0.585, “There is adequate salary” with factor loading 0.492. Following an analysis of the variables, it has been revealed that the factor loads for each and every statement are greater than 0.5, with the maximum percentage (32.088) of the total variance being accounted for. This component is referred to by the researcher as “employee well-being and work environment.” According to the findings of the investigation, “employee well- being and work environment” is the most important factor for employees working in IT Sector.

Factor 2: “Organizational Growth and Development”

This factor consist of eight statements: “There are clear opportunities for long term career progression in the company” with factor loading 0.686, “Identifying other company opportunities that suit the employee” with factor loading 0.666, “Communicate openly and directly about career aspirations” with factor loading 0.657, “A springboard for future employment” with factor loading 0.638, “Tell their managers about their skills and eagerness to expand knowledge” with factor loading 0.601, “Opportunities for career progression” with factor loading 0.497, “Seek high- profile assignments using competency mapping” with factor loading 0.495, “Organization provides relative training and development facilities” with factor loading 0.471. A quick look at each of the variables reveals that the factor loadings for each of the statements are greater than 0.5, and that the percentage of the total variance that is explained is 13.390 percent. This aspect is referred to by the researcher as “organizational growth and development.”

Factor 3: “Culture and Social Responsibility”

This factor included seven statements: “Feeling comfortable about myself after working for the company” with factor loading 0.770, “The humanitarian organization gives back to

society” with factor loading 0.770, “Accepts new ideas and provide support to execute” with factor loading 0.753, “Management welcomes opinions and suggestions” with factor loading 0.740, “The company’s reputation and CSR are good” with factor loading 0.726, “Corporate ethical empowerment and equitable human resource practices” with factor loading 0.725, “Organization exhibits leadership” with factor loading 0.686. All of the variables that make up this factor have a factor loading that is more than 0.5, which satisfies the basis condition value. This factor has an explanation variance of 8.494%. One of the names that has been given to this aspect is “Culture and Social Responsibility.”

4.2.3. Descriptive Statistics

Descriptive statistics are statistical methods that are employed to summarize and characterize data. A variety of quantitative methodologies and techniques are included in these methods. Important characteristics that are clearly delineated by a dataset include measures of dispersion (including range, standard deviation, and variance) and measurements of central tendency (such as mean, median, and mode). In addition, dispersion measures may be incorporated into a dataset. Central tendency measures, including the mean, median, and mode, provide insight into the typical values present in a dataset. On the other hand, skewness is a metric that denotes the asymmetry of the distribution, while standard deviation provides a quantitative representation of the dispersion of the values. Kurtosis can be employed to disclose the existence of extreme values and their magnitude, thereby providing insight into the shape of a distribution’s tails. Each of these indicators enhances the understanding of the characteristics of a dataset, which can also offer valuable insights during statistical analysis. The descriptive statistics of the dimensions of employer branding from the employee’s perspective are as follows:

Factor 1: “Employee Well- Being and Work Environment”

A favourable work environment and the well- being of employees are indispensable components of effective employer branding. Kowalski and Loretto (2017) have found that organizations that prioritize mental health programs and a supportive workplace culture are

more likely to attract and retain loyal employees, thereby enhancing their employer brand reputation. Organizations can improve job contentment and enhance their reputation as a preferred employer by creating environments in which employees feel valued and supported (Bakker & Demerouti, 2018).

Nine statements are used to indicate the employee's well-being and work environment. The responses to the statements of the employee's well-being and work environment are analyzed descriptively (mean score, standard deviation, skewness, and kurtosis) below:

Table 4.8: Descriptive analysis of Employee Well- Being and Work Environment of Employees

Employee Well-Being and Work Environment	N	Minimum	Maximum	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
There is well set policies and procedure	242	1	5	3.9793	0.847	0.717	- 0.539	0.156	- 0.078	0.312
Job security within the organization	242	1	5	4.0289	0.89905	0.808	- 0.748	0.156	0.355	0.312
Opportunity for work-life balance	242	1	5	4.1653	0.80297	0.645	- 0.987	0.156	1.394	0.312

Flexible working condition	242	1	5	3.8306	0.75686	0.573	- 0.576	0.156	0.963	0.312
There is adequate salary	242	1	5	3.9256	0.71342	0.509	- 0.375	0.156	0.546	0.312
Rewarded for additional work	242	2	5	4.0041	0.70268	0.494	- 0.078	0.156	- 0.75	0.312
HR practices are designed to meet personal needs	242	2	5	3.8843	0.70198	0.493	- 0.126	0.156	- 0.312	0.312
Recognition for exceptional work	242	1	5	3.9587	1.07708	1.16	- 0.801	0.156	- 0.163	0.312
Opportunities for onsite assignment	242	1	5	3.843	1.11949	1.253	- 0.778	0.156	- 0.201	0.312

(Source: Researcher calculation through SPSS)

The IT sector's employees are in agreement that they are receiving opportunities to maintain a healthy work- life balance, as evidenced by a mean score of 4.1653 and a standard deviation of 0.80297. The employees concur that their positions within the organization are stable, as evidenced by a mean score of 4.0289 and a standard deviation of 0.89905. The employees are in accord that they are compensated for the extra effort they put in, as evidenced by a mean score of 4.0041 and a standard deviation of 0.70268. The

employees' consensus regarding the organization's well- established policies and procedures is supported by a mean score of 3.9793 and a standard deviation of 0.847. (The standard deviation was 1.07708, and the mean score was 3.9587). The employees concur that they are acknowledged for their exceptional contributions. The employees are in agreement that the compensation is adequate (the mean score is 3.9256, and the standard deviation is 0.71342). A standard deviation of 0.70198 and a mean score of 3.8843 suggest that the employees are in agreement that the HR practices of their organization are customized to meet their individual needs. The employees' agreement with the assertion that they are offered opportunities for on- site assignments is supported by a mean score of 3.843 and a standard deviation of 1.11949. The employees' consensus regarding the organization's facilitation of flexible working conditions is supported by a mean score of 3.8306 and a standard deviation of 0.75686. The variances in responses can be ascertained by computing the standard deviation of utterances.

Factor 2: “Organizational Growth and Development”

Effective employer branding has an unbreakable connection to organizational growth and development, as it increases a company's reputation and appeal to top- tier personnel. A competitive advantage and sustained growth are directly facilitated by an effective employer brand, which attracts talented individuals, enhances retention, and cultivates a positive workplace culture (Backhaus & Tikoo, 2004). Studies have shown that organizations with a well- articulated employer brand experience increased employee loyalty and engagement, which in turn fosters organizational growth and innovation (Mosley, 2007).

The organizational growth and development factor is represented with the help of eight statements. The responses to the statements of the organizational growth and development are analyzed descriptively (mean score, standard deviation, skewness, and kurtosis) below:

**Table 4.9: Descriptive analysis regarding Organizational Growth and Development
statements of Employees**

Organizational Growth and Development	N	Mini mum	Maxi mum	Mean	Std. Deviation	Varia nce	Skewness		Kurtosis	
	Statist ic	Statist ic	Statist ic	Statistic	Statistic	Statis tic	Statist ic	Std. Error	Statis - tic	Std. Error
Opportunities for career progression	242	1	5	4.0083	0.76213	0.581	- 0.524	0.156	0.414	0.312
Seek high- profile assignments using competency mapping	242	2	5	3.8471	0.74383	0.553	0.193	0.156	- 1.039	0.312
Communicate openly and directly about career aspirations	242	2	5	4	0.6756	0.456	- 0.081	0.156	- 0.547	0.312
Tell their managers about their skills and eagerness to expand knowledge	242	2	5	4.219	0.72705	0.529	- 0.623	0.156	0.006	0.312
Identifying other company opportunities that suit the employee	242	2	5	4.0372	0.75853	0.575	- 0.292	0.156	- 0.591	0.312

A springboard for future employment	242	1	5	4.0496	0.73277	0.537	- 0.46	0.156	0.395	0.312
Organization provides relative training and development facility	242	1	5	3.9959	0.86181	0.743	- 0.698	0.156	0.365	0.312
There are clear opportunities for long term career progression in the company	242	1	5	3.5413	0.95563	0.913	- 0.608	0.156	0.399	0.312

(Source: Researcher calculation through SPSS)

The survey results indicate that individuals employed in the information technology sector are in compliance that they communicate their skills and aspirations to their superiors (mean score = 4.219 and standard deviation = 0.72705). The employees' agreement with the statement that the organization serves as a stepping stone to future career opportunities is supported by a mean score of 4.0496 and a standard deviation of 0.73277. The employees are in line that they are becoming aware of other corporate possibilities that are in line with their interests, as evidenced by a mean score of 4.0372 and a standard deviation of 0.75853. The employees are in accord that they are given the opportunity to advance in their positions (mean score = 4.0083 and standard deviation = 0.76213). The employees' consensus regarding their career objectives is that they maintain open and direct communication with their organization, as evidenced by a mean score of four and a standard deviation of 0.6756. The employees' agreement with the presumption that the company has adequate training and development facilities is supported by a mean score of 3.9959 and a standard deviation of 0.86181. The employees are in agreement that they pursue high- profile initiatives through competency mapping, as evidenced by an average

score of 3.8471 and a standard deviation of 0.74383. The employees concur with the assertion that the organization provides a diverse array of opportunities for long- term professional development, as evidenced by the mean score of 3.5413 and the standard deviation of 0.95563. The standard deviation of the statements is indicative of the diversity of the responses. The responses’ skewness and kurtosis were both less than 1, as reported in the findings. This suggests that the responses’ distribution is relatively near to normal.

Factor 3: “Culture and Social Responsibility”

Employer branding necessitates the establishment of a culture of social responsibility, which is crucial for aligning company values with societal expectations. This, in turn, enhances the brand’s reputation and attracts individuals who prioritize purpose- driven work environments (Bode et al., 2015). These cultures are attractive to employees who prioritize community influence and ethical commitments, as they encourage sustainable practices (Bauman & Skitka, 2012). An employer brand that prioritizes social responsibility can enhance employee engagement and loyalty by fostering the perception that the organization is making a positive impact on society (Glavas, 2016).

Seven statements are employed to represent the cultural and social responsibility factor. The descriptive analysis of the responses to the statements regarding cultural and social responsibility is presented below: mean score, standard deviation, skewness, and kurtosis.

**Table 4.10: Descriptive analysis regarding Culture and Social Responsibility
statements of Employees**

Culture and Social Responsibility	N	Mini mum	Maxi mum	Mean	Std. Deviation	Varia nce	Skewness		Kurtosis	
	Statist ic	Statist ic	Statist ic	Statistic	Statistic	Statis tic	Statist ic	Std. Error	Statis - tic	Std. Error

Management welcomes opinions and suggestions	242	1	5	3.9711	0.88509	0.783	- 0.812	0.156	0.82	0.312
Accepts new ideas and provide support to execute	242	1	5	4.2231	0.84468	0.713	- 0.943	0.156	0.482	0.312
Organization exhibits leadership	242	1	5	4.0207	0.89465	0.8	- 0.777	0.156	0.465	0.312
The company's reputation and CSR are good	242	1	5	3.9545	1.03567	1.073	- 0.88	0.156	0.191	0.312
Feeling comfortable about myself after working for the company	242	1	5	4.0826	0.88404	0.782	- 0.817	0.156	0.381	0.312
The humanitarian organization gives back to society	242	1	5	4.0579	0.83291	0.694	- 0.848	0.156	0.884	0.312
Corporate ethical empowerment and equitable human resource practices	242	1	5	4.2025	0.78121	0.61	- 1.056	0.156	1.781	0.312

(Source: Researcher calculation through SPSS)

The survey results indicate that personnel employed in the information technology sector agrees with the assertion that the organization is receptive to new ideas and provides

support in their implementation (mean score = 4.2231; standard deviation = 0.84468). The employees' consensus regarding the implementation of equitable human resource practices and ethical empowerment within the corporation is supported by a mean score of 4.2025 and a standard deviation of 0.78121. The employees agree that their employment with the organization has contributed to their positive self- image, as evidenced by a mean score of 4.0826 and a standard deviation of 0.88404. The employees concur that the humanitarian organization makes a positive impact on society, as evidenced by a mean score of 4.0579 and a standard deviation of 0.78121. The employees concur that the organization exhibits leadership, as evidenced by a mean score of 4.0207 and a standard deviation of 0.89465. The employees are in agreement that the management is receptive to receiving comments and suggestions, as evidenced by a mean score of 3.9711 and a standard deviation of 0.88509. The employees' agreement with the assertion that the company's reputation and CSR are positive is supported by a mean score of 3.9545 and a standard deviation of 1.03567. The variances in responses can be ascertained by computing the standard deviation of statements.

4.3 RESEARCH OBJECTIVE 2: TO IDENTIFY VARIOUS FACTORS THAT AFFECT EMPLOYEE LOYALTY

This objective aims to identify the diverse factors of employee loyalty. This purpose is achieved through the assistance of:

- 1) Reliability Assessment
- 2) Exploratory Factor Analysis (EFA)
- 3) Descriptive Analysis

In India's rapidly evolving information technology (IT) sector, employee loyalty has become an indispensable component of organizational sustainability and success. Numerous IT companies are grappling with the challenge of retaining top- tier talent in the context of increasing competition and attrition rates. In order to address this issue,

organizations are increasingly emphasizing the enhancement of their employer branding initiatives, which are designed to foster a positive work environment and maintain employee loyalty. This investigation investigates the factors that influence employee loyalty, with an emphasis on the influence of employer branding initiatives on employees' perceptions and attitudes toward their organizations. A five- point rating scale is employed to collect employee responses in order to evaluate their employee loyalty. Exploratory factor analysis (EFA) identifies the latent elements that contribute to employee loyalty by disclosing the underlying linkages between essential branding activities and employee attitudes. The subsequent sections analyse, categorize, and elucidate these characteristics, emphasizing the factors that have the most significant impact on employee loyalty in the IT sector.

4.3.1 Reliability and Validity Assessment

This portion evaluates the internal consistency and reliability of the measurement scale from the employee loyalty viewpoint. The implementation of EFA analysis reveals multiple facets of employee loyalty. Reliability refers to the consistency and stability of data or metrics over time and various contexts. The evaluation of the consistency of a scale or measurement tool is referred to as reliability analysis. It concerns the evaluation of whether a scale produces consistent results in standardized conditions over multiple administrations. The scale's reliability for research applications is evidenced by its consistent findings, which signify high dependability. It assesses the reliability and validity of the outcomes produced by an instrument or measurement. Composite dependability and Cronbach's alpha were utilized to assess internal consistency and dependability. Confirmatory factor analysis (CFA) was conducted to assess construct validity. The following are the results of the reliability analysis:

Employee Loyalty: A scale developed by Loewenthal (2001), Yi and Gong (2013), and subsequently validated by Dutta and Dhir (2021) was utilized to assess employee loyalty. This measure comprises three subscales: trust (TR), willingness to stay (WS), and sense of

ownership (SO), with a total of 13 items. The reliability analysis for employee loyalty produced a Cronbach's alpha of 0.729, indicating adequate reliability for the construct.

4.3.2. Exploratory Factor Analysis

The EFA necessitates a significant connection among the integrated employer branding statements and an adequate sample size, as assessed by the KMO test. The KMO test assessed the suitability of the sample size of the obtained observations. The Bartlett test of sphericity was employed to assess the association among different employee loyalty statements. The subsequent conclusions pertain to the KMO and Bartlett tests performed on the data outlined below:

Table 4.11: Kaiser- Meyer- Olkin (KMO) and Bartlett's Test of EBP of Employees

KMO and Bartlett's Test		
Kaiser- Meyer- Olkin Measure of Sampling Adequacy.		.752
Bartlett's Test of Sphericity	Approx. Chi- Square	1271.485
	df	78
	Sig.	.000

(Sources: KMO and Bartlett's test computed by IBM SPSS 26)

Kaiser and Rice (1974) proposed that the KMO statistic should have a minimum value of 0.5 in order to be considered valid. According to Hutcheson and Sofroniou (1999) and Nkansah (2018), values that fall within the range of 0.5 to 0.7 are regarded as poor. However, values that fall between 0.7 and 0.8 are categorized as excellent, values that fall between 0.8 and 0.9 are regarded as exceptional, and values that transcend 0.9 are regarded as extraordinary. In Table 4.11, the KMO data (0.752) is presented and illustrated. According to this, factor analysis is something that can be carried out with a sufficient

number of samples. In order to determine if the variables in a correlation matrix are orthogonal or uncorrelated, the Bartlett's Test of Sphericity is a technique that can be utilized to assist in this determination. It examines the premise that "the correlation matrix of employer branding statements is an identity matrix." This is the null hypothesis. It has been established that the Chi-square statistic (1271.485) that was obtained for Bartlett's test is statistically significant ($p\text{-value} = 0.000$), as the findings of the table have demonstrated. In light of the fact that the correlation matrix does not perform the role of an identity matrix, the null hypothesis is rejected. As a consequence of this, it has been established that there is a significant correlation between the employee loyalty statements that are introduced into the EFA process in order to study the employees' perceptions.

In EFA, statements that are highly connected with one another are the source of latent components of employee loyalty. It is the assertions that are presented that are responsible for determining the latent factors. In the EFA analysis, the communalities of the employee loyalty statements are assessed in order to determine the extent to which the extracted variables are able to explain the phenomenon being studied. This is the percentage of the total variance that can be attributed to the derived components during the course of the several claims. According to Thompson (2004), communalities are calculated by adding up the squared factor loadings for each respective factor that is related to a certain variable. It is not the qualities of the component that are defined but the limited communality of the variable, which is a consequence of the low correlation among the variables. The presence of a variable communality that is less than 0.4 and a very high communality that is 1 or higher are both indicators of potential problems with the results. These problems could be caused by factors such as an inadequate sample size or an inadequate factor. Based on the statistics, it appears that the first communalities of all employee loyalty statements are the same. Despite this, the communalities that are generated from the employee loyalty statements are greater than 0.4. There is a range of 0.428 to 0.857 for the communalities that were selected for retrieval. The findings indicate that the components that have been identified have the potential to account for a minimum of 72 percent of the variation in the employee loyalty statements that have been chosen.

Table 4.12: Total Variance Explained of EBP statements of employees loyalty

Total Variance Explained					
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
1	3.149	24.221	24.221	3.149	24.221
2	2.931	22.549	46.770	2.931	22.549
3	1.819	13.994	60.764	1.819	13.994

(Source: Researcher calculation through SPSS) Extraction Method: Principal

Component Analysis

The method of data extraction facilitates the reduction of many elements into components. (Eigenvalue > 1 criterion) (Cliff, N. 1988). The latent variables derived from the factor analysis were ascertained by computing the eigenvalue of each variable in the employee questionnaire. Three variables with eigenvalues exceeding one were chosen. The eigenvalues of the three factors are 3.149, 2.931, and 1.819, as depicted in Table 4.12. 41.236 percent of the variation remained unexplained by other factors, whereas 58.764 percent was accounted for by these three latent variables and additional factors.

The main component analysis method is utilized, notwithstanding the existence of numerous factor analysis techniques. Varimax rotation, an orthogonal rotation, is utilized alongside PCA to yield independent employer branding elements. This enhances the explanatory capacity of employer branding elements that possess less Eigenvalue claims, which can be clarified through the derived factors. The orthogonal varimax rotation, developed by Thompson in 2004, is a widely utilized method in factor analysis. The researchers utilize the orthogonal varimax approach to extract the factors. In the absence of cross-loadings, the minimum loading for an item should be 0.50 or above (Tabachnick & Fidell, 2001).

Table 4.13: Summary of Factors of Employee Loyalty Extracted from EFA of Employees

Statement	Factor Loading	Factor Name	Eigen Value	% of Variance Explained
Whenever I get a chance to speak in social gatherings, I try to speak positively about my organization.	0.566	Sense of ownership (SO)	3.149	24.221
I always look forward to another day at work.	0.574			
I always promote the brand of my organization.	0.503			
I would prefer to recommend the products and services of my organization to my friends.	0.532			
I feel that I own this organization.	0.575			
This organization has given me a lot of things in my life.	0.502			

I often think of leaving the organization.	0.507	Willingness to stay (WS)	2.931	22.549
If I could choose again, I would choose to work for the current organization.	0.661			
It is very rare that I will look for a new job next year	0.505			
I am not sure whether my teammates will provide the necessary support if I needed it at my workplace.	0.785	Trust (TR)	1.819	13.994
Management at my firm takes interest to resolve employee grievances up to the extent possible.	0.872			
Most of my colleagues can be relied upon to do what they say.	0.841			
I am sure about the fact that my subordinates get the work done as per the requirements.	0.810			

(Source: Researcher calculation through SPSS)

Table 4.13 indicates that these three factors account for 58.764% of the total variation in

the included statements. Furthermore, it has been established that the Eigenvalues of each of these recovered elements exceeds 1. The factor loadings of each statement illustrate the association between the statements and the characteristics of the variables. The data in the table indicates that every statement possesses a factor loading greater than 0.5. Furthermore, each statement has a singular strong factor loading for one component, whilst the factor loadings for the other components are markedly low. Upon completion of the analysis of statements with substantial factor loadings, each factor is designated an appropriate label depending on its attributes. This factor assesses employee loyalty to their companies in the information technology sector.

Factor 1: “Sense of ownership (SO)”

This factor included six statements: “Whenever I get a chance to speak in social gatherings, I try to speak positively about my organization” with factor loading 0.566, “I always look forward to another day at work” with factor loading 0.574, “I always promote the brand of my organization” with factor loading 0.503, “I would prefer to recommend the products and services of my organization to my friends” with factor loading 0.532, “I feel that I own this organization” with factor loading 0.575, “This organization has given me a lot of things in my life” with factor loading 0.502. Analysis of the variables indicates that the factor loadings for all statements exceed 0.5, with the highest percentage of total variation explained for being 24.221. The researcher designates this component as “sense of ownership.” The investigation’s findings indicate that “sense of ownership” is the crucial aspect for employees in the IT sector.

Factor 2: “Willingness to stay (WS)”

This factor consists of three statements: “I often think of leaving the organization” with factor loading 0.507, “If I could choose again, I would choose to work for the current organization” with factor loading 0.661, “It is very rare that I will look for a new job next year” with factor loading 0.505. After doing an analysis of the variables, it has been determined that the factor loadings for every statement are greater than 0.5, and the

proportion of total variation that can be explained is 22.549 percent. According to the researcher, this component is referred to as “willingness to stay.”

Factor 3: “Trust (TR)”

This factor included four statements: “I am not sure whether my teammates will provide the necessary support if I needed it at my workplace” with factor loading 0.785, “Management at my firm takes interest to resolve employee grievances up to the extent possible” with factor loading 0.872, “Most of my colleagues can be relied upon to do what they say” with factor loading 0.841, “I am sure about the fact that my subordinates get the work done as per the requirements” with factor loading 0.810. The fact that each of the variables that comprise this factor has a factor loading that is more than 0.5 demonstrates that the basis condition value has been completely satisfied. This particular factor has a variance in explanation that is equal to 13.994 percent. This component has been referred to as a “trust.”

4.3.3. Descriptive Statistics

The characterization and summarization of data can be accomplished through the use of descriptive statistics, which are statistical approaches. These methods encompass a wide range of quantitative tools and techniques incorporated into its framework. Important features that are clearly outlined by a dataset include measurements of dispersion (such as range, standard deviation, and variance) and measurements of central tendency (such as mean, median, and mode). These measurements are used to determine the importance of the dataset. One other thing that can be included in a dataset is the incorporation of dispersion measures. In order to gain an understanding of the typical values that are contained within a dataset, central tendency measures such as the mean, median, and mode are of great assistance. Each of these indicators contributes to a better knowledge of the properties of a dataset, which can also provide significant insights when statistical analysis is performed. The following is a list of the descriptive statistics that pertain to the many aspects of employee loyalty:

Factor 1: “Sense of Ownership”

This fosters a deeper emotional commitment to the organization’s culture and success, which is essential for cultivating employee loyalty. A strong sense of ownership is essential for cultivating employee loyalty. When employees experience a sense of personal responsibility and satisfaction in their work, they are more inclined to exceed expectations, resulting in heightened dedication and engagement. Markos and Sridevi (2010) conducted research indicating that organizations fostering employee empowerment through involvement in decision- making and ownership of responsibilities experience enhanced loyalty and reduced attrition. This is evidenced by the heightened employee loyalty observed inside these firms. By fostering a sense of ownership among employees, organizations can improve job satisfaction, retention rates, and the strength of their employer brand (Harter et al., 2002).

Table 4.14: Descriptive analysis regarding sense of ownership statements of Employees

Statement	Mean	Std. Deviation	Analysis N
Whenever I get a chance to speak in social gatherings, I try to speak positively about my organization.	3.843	0.46466	242
I always look forward to another day at work.	3.876	0.39855	242
I always promote the brand of my	3.7603	0.51572	242

organization.			
I would prefer to recommend the products and services of my organization to my friends.	3.6322	0.59132	242
I feel that I own this organization.	3.7934	0.49759	242
This organization has given me a lot of things in my life.	3.7149	0.58091	242

(Source: Researcher calculation through SPSS)

The analytical examination of the statements regarding “Sense of Ownership” shown in Table 4.14 indicates that employees possess a considerable emotional commitment to their organization and derive satisfaction from their affiliation. The emotional bond is seen in the elevated scores employees assign to most assertions. They exhibit significant engagement and serve as exemplary brand ambassadors, as seen by their positive comments about the company on social media (mean = 3.843) and their eagerness to return to work (mean = 3.876). Moreover, they express favorable opinions of their company. Furthermore, they exhibit a sense of ownership towards the organization (mean = 3.7934) and recognize the positive changes it has introduced into their life (mean = 3.7149). The variance in responses on brand promotion (mean = 3.7603) and advocacy for the organization’s products or services (mean = 3.6322) indicates that, despite considerable employee support, such activity is not consistently exhibited. The generally low standard deviations of most comments indicate that employees possess a consistently uniform sense of ownership; nonetheless, there are discrepancies in specific behaviors and attitudes.

Factor 2: “Willingness to stay”

The factor that genuinely influences employee loyalty is willingness to remain; it is directly correlated with organizational stability and retention rates. Employees who pledge to remain with an organization are more likely to contribute to its long- term success, deliver consistent performance, and avoid the costly recruitment efforts that are frequently necessary to replace them. In accordance with Allen et al. (2007), an employee who is highly willing to remain is typically intrinsically motivated by factors such as career advancement opportunities, recognition, and a harmonious work environment that reflects the organization’s values and is emotionally attached to the job. Consequently, in order to cultivate loyal employees who will maintain the organization’s strength and enable it to respond to market competition, it is imperative that employee’s feel valued and engaged in the organization’s growth.

Table 4.15: Descriptive analysis regarding willingness to stay statements of Employees

Statement	Mean	Std. Deviation	Analysis N
I often think of leaving the organization.	3.8719	0.38125	242
If I could choose again, I would choose to work for the current organization.	3.9132	0.35968	242
It is very rare that I will look for a	3.7521	0.47826	242

new job next year			
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(Source: Researcher calculation through SPSS)

In the course of the investigation conducted in Table 4.15 on the “Willingness to Stay” statements, it was discovered that the majority of employees had a strong tendency to continue working for their company. The fact that the average score for the statement “I often think of leaving the organization” is rather low (3.8719) indicates that employees do not frequently consider leaving the business. The statement “If I could choose again, I would choose to work for the current organization” received a mean score of 3.9132, which suggests a strong preference for continuing to work for the organization rather than leaving it. The statement “It is very rare that I will look for a new job next year” boasts a substantial mean score of 3.7521, further demonstrating that employees are primarily not exploring alternative employment options. There is a low amount of heterogeneity in the responses, as indicated by the minimal standard deviations for all three statements (ranging from 0.35968 to 0.47826), which suggests that the majority of employees have a similar opinion regarding their retention within the company. These data suggest that there is a high level of loyalty to the company and that there is a low likelihood of employees leaving their positions.

Factor 3: “Trust”

The establishment of loyalty among employees in an organization is contingent upon the establishment of trust, which fosters psychological safety and reciprocating respect among employees. It is likely that employees will have confidence in their leaders and colleagues if they are confident in their jobs and believe that their efforts and work are valuable. Trust is the most critical component of organizational behavior, as it encompasses all aspects of communication, decision- making, and more, as per Mayer et al. (1995). An organization with high trust levels is more likely to be collaborative, with a low likelihood of potential conflict and a high level of open dialogue. This, in turn, leads to increased loyalty.

Organizations that establish a strong foundation with committed and engaged employees can foster loyalty by engaging in trust- building activities, such as open communication, consistent leadership, and ethics in behavior and actions.

Table 4.16: Descriptive analysis regarding trust statements of Employees

Statement	Mean	Std. Deviation	Analysis N
I am not sure whether my teammates will provide the necessary support if I needed it at my workplace.	3.5579	0.77216	242
Management at my firm takes interest to resolve employee grievances up to the extent possible.	3.5579	0.75035	242
Most of my colleagues can be relied upon to do what they say.	3.5455	0.76218	242
I am sure about the fact that my subordinates get the work done as per the requirements.	3.6322	0.67642	242

(Source: Researcher calculation through SPSS)

The descriptive analysis of the “Trust” statements indicates that employees exhibit modest trust in their colleagues, management, and corporate operations, with opportunities for

enhancement. The statement “I am not sure whether my teammates will provide the necessary support if I needed it at my workplace” has a mean score of 3.5579, suggesting that employees are somewhat hesitant regarding the support they might receive from their teammates. The standard deviation of 0.77216 signifies considerable heterogeneity in the replies. The ambiguity is evident in the assertion that “Management at my firm endeavors to address employee grievances to the extent feasible” (mean = 3.5579, standard deviation = 0.75035). This remark indicates that although employees perceive management as making an attempt, their trust in the handling of grievances may not be consistently strong. The statement “Most of my colleagues can be relied upon to do what they say” has a mean score of 3.5455, reflecting a moderate level of trust in colleagues. Nonetheless, there exists a degree of variability in the responses (standard deviation = 0.76218), signifying a certain level of variation. The statement “I am confident that my subordinates fulfill the requirements,” which got the highest mean score of 3.6322, reflects a marginally elevated level of faith in subordinates’ capacity to meet expectations. Nevertheless, the standard deviation (0.67642) indicates a moderate degree of variability. The generally low to moderate averages and elevated standard deviations across all items suggest that while trust exists inside the organization, it may not be deeply rooted or consistent. This indicates that trust- building initiatives could enhance relationships and augment the organization’s effectiveness.

4.4 RESEARCH OBJECTIVE 3: TO UNDERSTAND THE CORRELATION BETWEEN EMPLOYER BRANDING, EMPLOYEE LOYALTY, AND JOB SATISFACTION IN THE INFORMATION TECHNOLOGY SECTOR IN INDIA.

The present investigation explored the connection among “Employer Branding, Employee Loyalty, and Job Satisfaction” employing Karl Pearson’s Correlation method. The inter-correlation matrix among these variables has been computed to analyze their association, as illustrated in Table 4.17.

Table: 4.17 Inter- Correlation Matrix

S.n	Items	Employer Branding	Employee Loyalty	Job Satisfaction
1	Employer Branding	1	.53	.58
2	Employee Loyalty		1	.63
3	Job Satisfaction			1

The following table provides an explanation of the relationships that exist between company branding, employee loyalty, and job happiness. There is a correlation between “Employer Branding and Employee Loyalty,” as indicated by the value of R ($r=0.53$) between the two variables. Furthermore, the correlation coefficient R ($r=0.63$) illustrates the connection between “Employee Loyalty and Job Satisfaction.” Compared to the influence of job satisfaction, the influence of employer branding on employee loyalty is significantly greater. To be more specific, there is a correlation between an increase of one unit in Employer branding and an increase in Employee Loyalty. On the other side, Job Satisfaction has a favorable impact from a loyalty perspective. This highlights the fact that the power of employer branding acts as an essential instrument for increasing employee loyalty, possibly even surpassing the influence of satisfaction programs. These insights highlight the strategic value of employer branding activities in building loyalty for employers, and they are presented here for discussion. It is possible that investments in the perception of the employee brand will lead to an increase in the retention of qualified personnel.

4.5 RESEARCH OBJECTIVE 4: TO ASSESS THE INFLUENCE OF EMPLOYER BRANDING ON EMPLOYEE RETENTION IN THE INFORMATION TECHNOLOGY INDUSTRY IN INDIA.

Information Technology firms are reassessing their employer branding strategy in response to the increasing competitiveness of the market and challenges in talent retention. This objective seeks to determine the association, if any, between the effectiveness of an employer's brand and higher employee retention, as well as identify the critical components of an employer's brand.

We've implemented the regression analysis to meet the stated objective:

Regression Analysis

Performing multiple regressions is mostly done with the intention of determining the degree of association and variation in the dependent variable that is caused by the independent variables. The current investigation helps to determine the proportionate contributions made by each of the three variables. For the purpose of determining whether or not the independent factors explain a considerable variation in the dependent variable, this method is generally utilized. In addition to this, it establishes the nature of the relationship and makes it possible to anticipate the values of the variables that are dependent. It is important to verify the assumptions made by regression models in order to obtain correct findings. Regression is a statistical technique that is used to establish a correlation between a dependent variable and one or more independent variables. Regression models are classified into two categories: basic linear regression and multiple linear regression. In order to investigate the correlation between service quality characteristics and customer satisfaction, this investigation implemented multiple linear regression.

The primary objective of multiple regressions is to assess the variance in the dependent variable and the relationship between the independent factors and the dependent variable. This study examines the relative impact of several employer branding components on employee loyalty and job satisfaction. This method is employed to determine whether the independent factors are responsible for a substantial quantity of variation in the dependent

variable. Furthermore, it establishes the nature of the relationship and facilitates the prediction of the dependent variable's values.

The equation for multiple regression analysis is as follows:

$$y = a + b_1X_1 + b_2X_2 + \dots + b_nX_n,$$

where y is the dependent variable and X is the set of independent variables. The coefficients b_1, b_2, \dots, b_n represent the average change in the dependent variable that corresponds to a unit increase in the independent variable.

The purpose of regression coefficients is to evaluate the intensity of the relationship between the dependent variable and the independent factors. The c coefficient denotes the constant term at which the regression line intersects the y -axis. The predictive capacity of the model is denoted by the r^2 value. The regression equation more precisely represents the data, the closer the value of r^2 is to 1.

In the regression analysis, Job Satisfaction (JS) and Employer branding (EB) were used as independent variables, while Employee Loyalty (EL) was regarded as a dependent variable. The primary objective of regression analysis in this context was to determine whether employer branding and job satisfaction are responsible for the change in employee loyalty, as well as to quantify the strength and direction of these changes.

4.5.1. Employer branding Coefficient: 0.444

This coefficient for employer branding is 0.444, which indicates that employee loyalty would increase by approximately 0.444 units for each unit increase in employer branding, while job satisfaction remains fixed.

Nevertheless, the positive coefficient may reinforce the notion that there is a robust direct correlation between employer branding and employee loyalty. This implies that the more favorable the perceptions of superior branding are, the more desirable it is for employee loyalty.

The outcome confirms that employer branding does influence employee loyalty, thereby validating the hypothesis that an organization's branding directly contributes to the increase in commitment.

4.5.2. Job Satisfaction Coefficient: 0.102

The coefficient of job satisfaction is 0.102. It is anticipated that employee loyalty will increase by approximately 0.102 units for every unit of job satisfaction that is increased, while employees' branding remains constant.

Although job satisfaction has a positive impact on employee loyalty, it is much lesser than that of employer branding. This result suggests that, despite the fact that job satisfaction is on the rise and is positively influencing loyalty, the effect is not as potent as it is through employer branding.

This result suggests that, despite the fact that positive job satisfaction leads to increased loyalty, branding may have a significant impact on the extent to which loyalty is being influenced.

4.5.3. Intercept: 1.743

In the event that employer branding and job satisfaction have no influence, the intercept of 1.743 is regarded as a rudimentary measure of the degree of employee loyalty. In other words, the intercept has no influence over it.

It merely implies that an intrinsic level of employee loyalty exists, regardless of the characteristics described in the model, which may be derived from other organizational factors or personal attributes of the employees involved.

5.5.4. Overall Interpretation:

The analysis of employee loyalty suggests that job satisfaction and employer branding have a positive impact on employee loyalty. It has been demonstrated that employer branding has significantly more potent effects.

In turn, this implies that branding initiatives may contribute to loyalty that exceeds job satisfaction alone. Therefore, it is imperative that organizations strive to establish more comprehensive branding processes in conjunction with efforts to enhance job satisfaction, as both are effective strategies for fostering loyalty.

Table 4.18: Regression Analysis: Model Summary

Model	R	R Square	Mean Squared Error	Std. Error of the Estimate
1	.526	.277	.051	.227

Table 4.11 shows the model summary. The results depict that:

The coefficient of correlation, or R, is 0.526.

The independent variables are employer branding (EB) and job satisfaction (JS), while the dependent variable is employee loyalty. The correlation coefficient, $R=0.526$, indicates that the two variables have a moderately positive correlation rate.

The coefficient of determination, or R^2 , is 0.277.

The R^2 value of 0.277 indicates that the linear association with employer branding (EB) and job satisfaction (JS) can account for approximately 27.7% of the variability in employee loyalty (EL), indicating that this relationship is linear. Something demonstrates a moderate level of explanatory power. Despite the fact that employer branding (EB) and job satisfaction (JS) does have an impact on employee loyalty (EL), but this model fails to account for other potential significant factors.

The mean squared error (MSE) is 0.051.

The MSE score of 0.051 represents the average squared difference between the predicted and observed levels of loyalty. The distribution's accuracy is more likely to be indicated by a lower MSE, although this is most effectively understood in the context of the data size.

A standard error of 0.227 is denoted by the estimate.

Given that the Standard Error of the Estimate (SEE) is 0.227, it can be inferred that the typical divergence between the observed and expected values of loyalty is approx. 0.227 units. The model is more accurate when the SEE values are lower.

Employee loyalty is positively influenced by both job satisfaction and employer branding,

as indicated by the regression study's results. Nevertheless, job satisfaction is not as influential as employer branding. The model provides a moderate explanation of employee loyalty (adjusted $R^2 = 0.245$ $R^2 = 0.245$ $R^2 = 0.245$), which implies that the model's capacity to elucidate phenomena could be enhanced by the inclusion of supplementary variables.

Table 4.19: Descriptive Analysis

Descriptive Statistics			
	Mean	Std. Deviation	N
Employee Loyalty	3.7432	.26323	242
Employer branding	3.6973	.31551	242
Job Satisfaction	3.5291	.27294	242

Table 4.12 shows the descriptive analysis of all the variables. The results depict that:

The standard deviation is a relative similarity metric. The variability of employee loyalty EL (0.26) and job satisfaction JS (0.27) is relatively similar (approximately 3.8% difference). The spread of employer branding (EB) (0.31) is approximately 19.2% greater than that of the other variables.

The employee loyalty (EL) and job satisfaction (JS), which have standard deviations of 0.26 and 0.27, can be interpreted as having virtually the same variability according to the practical interpretation.

The variability of employer branding (EB) is moderately increased, with a standard deviation of 0.31, but the difference is not statistically significant.

a) The characteristics of employee loyalty and job satisfaction (0.26 and 0.27) are as follows:

- They may be influenced by similar circumstances
- Their precision in measuring may be comparable.

b) The Employer Branding (EB) A greater standard deviation (0.31):

- May be more susceptible to the impact of external factors
- A slightly increased degree of measurement variance is feasible, and it has the potential to encompass a broader range of occurrences.

4.6 RESEARCH OBJECTIVE 5: TO ANALYZE THE MEDIATING ROLE OF JOB SATISFACTION IN THE RELATIONSHIP BETWEEN EMPLOYER BRANDING AND EMPLOYEE LOYALTY WITHIN THE INDIAN CONTEXT

An investigation into mediation was carried out with the use of the PROCESS Model Type 4 in order to examine the conceptual framework. The results of the regression analysis conducted with SPSS 24 Table demonstrated that both models were statistically significant and provided a strong fit. This was demonstrated by the R- values, which were as follows: $R = 0.5$, $p < 0.001$ and $R = 0.143$, $p < 0.00$. According to the first model, employer branding makes for 14.91 percent of the variance in employee loyalty to their employer. According to the second model, the variance in workplace behaviour that was explained by employer loyalty and job satisfaction accounted for 11.3% of the total variance.

Table: 4.20 Regression analyses were conducted to summarize the EB, JS and EL (PROCESS model type 4).

Outcome of Variables	R	R²	MSE	F	df1	df2	p- value
Job Satisfaction	.1576	.0248	.0729	6.1136	1	240	.01

Employee Loyalty	.5088	.2589	.0518	41.7513	2	239	.000
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Note: EB- Employer Branding, JS – Job Satisfaction, and EL – Employer Loyalty

Mediation analysis for variable

Table 4.21 shows the direct and indirect effects of the mediation analysis. Each section was analyzed independently.

Direct effects of Employer Branding on Job Satisfaction. Based on the data shown in table 4.21, it is evident that the influence of Employer Branding on Job Satisfaction is not only good but also significant. Furthermore, when it comes to job satisfaction, employer branding has a direct impact ($\beta = 0.41$, $p < 0.001$). This lends credence to the first hypothesis, which asserts that the amount of job satisfaction is directly proportional to the amount of employer branding that exists. Additionally, it has been discovered that the direct influence of Job Satisfaction on Employee Loyalty is both positive and statistically significant ($\beta = 1.9$, $p < 0.001$), thereby lending support to Hypothesis 2. It is of utmost importance to acknowledge that the association between Employer Branding and Employee Loyalty is statistically significant ($\beta = 1.98$, $p > 0.001$). Regarding this particular matter, it is important to take it into mind. One of the most important things to do is to analyse the indirect impact that employer branding has on employee loyalty, in addition to the overall effect that it has. Due to the fact that this coefficient is a significant signal of mediation, it is absolutely necessary to explore both of these features.

Indirect effect. With a coefficient of β equal to 0.098, it is possible to draw the conclusion that Employer Branding has a significant indirect impact on workplace behavior. This conclusion is based on the findings of the mediation analysis. The bootstrapped 95% confidence interval, which includes the values Lower Limit Confidence Interval = - .0044 and Upper Limit Confidence Interval = .0264, provides support for this finding. Since the interval does not contain the value zero, it is supportive of hypothesis 3. The statistical analysis reveals that the total impact of Employer Branding on Employer Loyalty is both

positive and statistically significant ($\beta = 0.18$, $p < 0.001$). This indicates that Employer Branding has a positive impact on Employer Loyalty.

It turned the social intelligence measure into a categorical variable, where a value of 1 implies low social intelligence and a value of 2 denotes great job satisfaction. Figure 4.1 demonstrates the link between the variables. It provides an illustration of the relationship between the variables. Those who have a low Employer Branding have a lower social intelligence and have poor Employer Loyalty behavior. On the other hand, those who have a high Employer Branding have a higher level of job satisfaction and demonstrate an exceptional level of Employer Loyalty.

Figure 4.5: Regression Model, Source: Compiled by Author

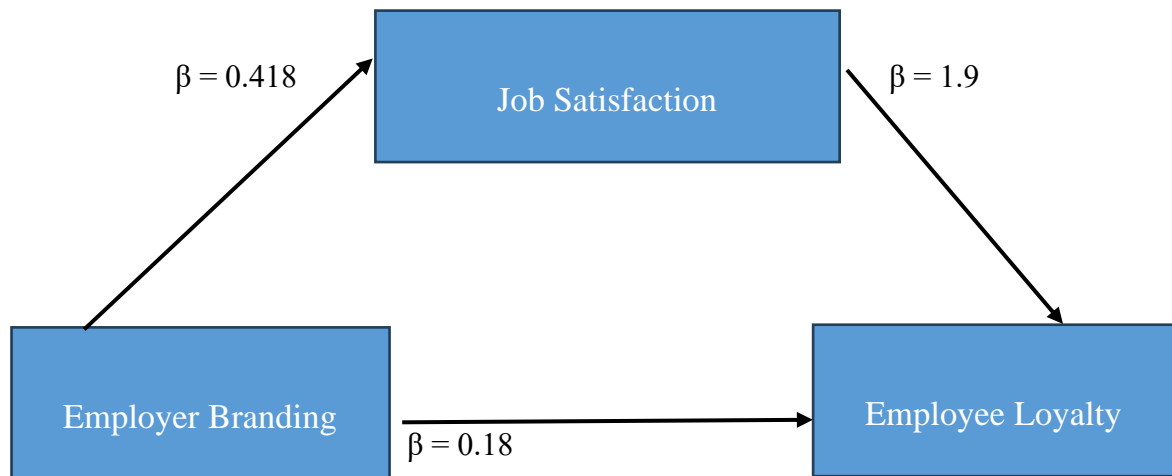


Table: 4.21. Results of mediation analysis on workplace behaviour

Direct Effect on JS and EL	Coefficient Value	Standard Error	t-value	p value	LLCI	ULCI
	.4103	.0470	8.7205	<.001	.3176	.5029
Direct Effect on EL and EB	Coefficient Value	Standard Error	t-value	p value	LLCI	ULCI

EB	1.9726	.2383	8.696	<.001	2.686	3.428
JS	1.914	0.057	33.726	<.001	1.803	2.026
Indirect Effect of EL JS - >WPB	Effect	Boot SE	Significant		Boot LLCI	Boot ULCI
	.0098	.0077	Sig	<.001	- .0044	.0264
Total Effect of EB on EL	Effect	SE	t- value	p value	LLCI	ULCI
	0.18	0.027	23.31	<.001	0.216	0.144

Note(s): EB – employer Branding, JS – Job Satisfaction, and EL – Employee Loyalty. The level of significance is determined by the following criteria: *p < 0.05, **p < 0.01 and ***p < 0.001. Based on 5,000 replicates, bootstrapped standard errors and confidence levels of 95% are calculated. Intercepts are omitted on the table

Chapter V

DISCUSSION

This chapter presents the key findings and significant findings that have been made from the analysis of primary data acquired from individuals working in the information technology sector. These findings and conclusions have been derived from the study of primary data. The research investigations conducted by the researcher are evaluated in this chapter in connection to the objectives of the research. This section provides an overview of the recommendations, findings, and potential future directions that the study has identified. In this section, the researcher breaks down the limitations of the study and identifies potential areas for further investigation in this subject. As per study by **Dasan, (2022)** the technological industry is saturated, resulting in an intensified competition for skilled people, with no indication of abating. The organizations must revise their strategies for recruitment and retention of top talent. Information Technology has established an equitable platform among nations and positively influences the lives of millions. The IT potential of a country is crucial for global competitiveness and achieving a robust GDP. The IT sector has been instrumental in positioning India on the global stage. The IT industry has been a major contributor to the expansion of the Indian economy, with its cost competitiveness in delivering IT services remaining its unique selling proposition. The main aim of this research paper was to examine the retention techniques employed by IT organizations and to evaluate the effect of these employee retention strategies on employer branding within the IT sector (**Chopra et al., 2024**). This is an empirical investigation conducted in India. Employer branding enhances organizations' ability to manage human resources effectively in the IT sector. The recruitment and retention of employees is significantly impacted by corporate branding.

5.1 Discussion of the Demographic Variables of the Study

The demographic profile of IT industry employees indicates that, out of the 242 respondents, 99 are female and 143 are male. Male employees constitute 59.1% of the

workforce, and female employees account for 40.9%. The survey comprised a higher proportion of males than females, with males constituting 59.1% of the respondents. A total of 71 respondents (29.34%) are aged 26 to 30 years, 70 respondents (28.92%) are aged 20 to 25 years, 42 respondents (17.36%) are aged 31 to 35 years, 17 respondents (7.02%) are aged 36 to 40 years, and 31 respondents (12.81%) are aged 41 to 50 years, while 11 respondents are aged 51 years and above, out of a total of 242 respondents. This indicates that most respondents fall inside the 20 to 30 age bracket. A substantial majority, specifically 120 respondents out of 242 (49.16%), possess 0 to 5 years of experience; 55 respondents (22.72%) have 6 to 10 years of experience; 27 respondents (11.15%) have 11 to 15 years of experience; 15 respondents (6.19%) have 16 to 20 years of experience; and 11 respondents (4.54%) have 21 to 25 years of experience, while 14 respondents (5.8%) have 26 years or more of experience in the current organization. This indicates that most respondents possess less than 10 years of experience. A substantial majority, specifically 177 respondents out of 242 (73.14%), possess 0 to 5 years of experience; 31 respondents (12.81%) have 6 to 10 years of experience; 16 respondents (6.61%) have 11 to 15 years of experience; 10 respondents (4.13%) have 16 to 20 years of experience; and 5 respondents (2.07%) have 21 to 25 years of experience, while 3 respondents (1.24%) have 26 years or more of experience in the current organization. This indicates that most respondents are comparatively new to the organization. According to **Kashive and Khanna (2018)**, demographics play a significant part in the process of developing employer brand strategies for businesses. This, in turn, helps in identifying appropriate target groups for the purpose of developing employed brands. Not only will the organization's efforts to brand themselves as an employer contribute to the development of positive employee attitudes and attractiveness, but they will also contribute to the establishment of a long-lasting competitive advantage that is difficult to replicate over time. This objective should be the primary focus of the organization. According to the findings, demographic considerations have a substantial impact on employer branding tactics. For organizations to successfully attract talent, they need to adjust their approaches to different groups based on age, gender, qualifications, and work experience.

5.2 Discussion of Research Objective One: To identify various factors that affect employer branding

To fulfill the study's first objective, primary data was collected from employees using a questionnaire, and factor analysis was employed for data evaluation. The questionnaire includes 24 statements reflecting employees' perceptions of the employer branding practices implemented by IT sector companies, and the factors associated with these practices are identified through Exploratory Factor Analysis (EFA) utilizing Principal Component Analysis (PCA) methodology. The findings indicated that twenty-four statements accounted for 53.972% of the variance. The KMO value is 0.885, exceeding the minimum threshold of 0.5 (Malhotra and Dash, 2011). Factors that ascertain the suitability of a sample. Subsequently, the PCA Varimax Rotation method is employed, and the Eigenvalues are ascertained. The eigenvalues of the retrieved factors are provided. Moreover, CFA corroborated these three characteristics. The specified factors titled "Employee well-being and work environment", "organizational growth and development", and "culture and social responsibility".

Factor 1: "Employee well-being and work environment" This factor consists of nine variables:

This factor includes the following nine statements, arranged in descending order of their factor loadings: "Flexible working condition" (0.705), "Opportunities for onsite assignment" (0.689), "There is well set policies and procedure" (0.685), "Job security within the organization" (0.660), "Recognition for exceptional work" (0.645), "HR practices are designed to meet personal needs" (0.627), "Rewarded for additional work" (0.614), "Opportunity for work-life balance" (0.585), and "There is adequate salary" (0.492). According to the findings, "employee well-being and work environment" is the most important factor for employees working in the IT sector.

Factor 2: “Organizational growth and development” This factor consists of eight variables:

The factor, referred to by the researcher as “organizational growth and development,” includes the following eight statements: “There are clear opportunities for long-term career progression in the company” (0.686), “Identifying other company opportunities that suit the employee” (0.666), “Communicate openly and directly about career aspirations” (0.657), “A springboard for future employment” (0.638), “Tell their managers about their skills and eagerness to expand knowledge” (0.601), “Opportunities for career progression” (0.497), “Seek high-profile assignments using competency mapping” (0.495), and “Organization provides relative training and development facilities” (0.471). According to the findings, “organizational growth and development” is a crucial factor for employees within the company.

Factor 3: “Employee well-being and work environment” This factor consists of seven variables:

This factor includes the following seven statements: “Feeling comfortable about myself after working for the company” (0.770), “The humanitarian organization gives back to society” (0.770), “Accepts new ideas and provides support to execute” (0.753), “Management welcomes opinions and suggestions” (0.740), “The company’s reputation and CSR are good” (0.726), “Corporate ethical empowerment and equitable human resource practices” (0.725), and “Organization exhibits leadership” (0.686). According to the findings, “Culture and Social Responsibility” plays an important role in shaping employees’ perceptions within the company. (Davies, 2008) It significantly influenced employee satisfaction and played a major role in forecasting affinity. Organizations should prioritize this aspect in their efforts to enhance their employer brand. However, the impact of additional dimensions must be acknowledged, as four out of the five primary dimensions of corporate character were identified to affect one or more of the four outcomes. Competence, characterized by reliability, leadership, and corporate attributes, was not preserved in any model. This is quite unexpected, considering that the competence

dimension is frequently utilized by organizations in their efforts to establish their positioning (**Chun and Davies, 2001**). Does the absence of effectiveness in this aspect suggest that competence serves as a hygiene factor, a characteristic that ultimately holds minimal influence since it is unlikely that individuals would remain with an employer they perceive as lacking in competence?

5.3 Discussion of Research Objective Two: To identify various factors that affect employee loyalty.

To achieve this objective, primary data was gathered from employees through a questionnaire, and factor analysis was applied for data analysis. The questionnaire includes 13 statements reflecting employees' loyalty towards their companies, and the factors associated with these practices are identified through Exploratory Factor Analysis (EFA) utilizing Principal Component Analysis (PCA) methodology. The findings indicated that twenty-four statements accounted for 58.764% of the variance. The KMO value is 0.752, exceeding the minimum threshold of 0.5 (Malhotra and Dash, 2011). Factors that ascertain the suitability of a sample. Subsequently, the PCA Varimax Rotation method is employed, and the Eigenvalues are ascertained. The eigenvalues of the retrieved factors are provided. Moreover, CFA corroborated these three characteristics. The specified factor titles are 'sense of ownership', 'willingness to stay' and 'trust'.

Factor 1: "Sense of Ownership" This factor consists of six variables:

Following an analysis of the variables, it was found that the factor loadings for each statement exceed 0.5, with the highest percentage of total variation explained being 24.221%. The factor, referred to by the researcher as "sense of ownership," includes the following six statements: "I feel that I own this organization" (0.575), "I always look forward to another day at work" (0.574), "Whenever I get a chance to speak in social gatherings, I try to speak positively about my organization" (0.566), "I would prefer to recommend the products and services of my organization to my friends" (0.532), "I always promote the brand of my organization" (0.503), and "This organization has given me a lot

of things in my life” (0.502). According to the findings, “sense of ownership” is a crucial factor for employees working in the IT sector.

Factor 2: “Willingness to Stay” This factor consists of three variables:

Following an analysis of the variables, it was found that the factor loadings for each statement exceed 0.5, with the total variation explained being 22.549%. The factor, referred to by the researcher as “willingness to stay,” includes the following three statements: “If I could choose again, I would choose to work for the current organization” (0.661), “I often think of leaving the organization” (0.507), and “It is very rare that I will look for a new job next year” (0.505). According to the findings, “willingness to stay” is a key factor in influencing employees’ decisions to remain with the organization.

Factor 3: “Trust” This factor consists of four variables:

Following an analysis of the variables, it was found that the factor loadings for each statement exceed 0.5, with the total variation explained being 13.994%. The factor, referred to by the researcher as “trust,” includes the following four statements: “Management at my firm takes interest to resolve employee grievances up to the extent possible” (0.872), “Most of my colleagues can be relied upon to do what they say” (0.841), “I am sure about the fact that my subordinates get the work done as per the requirements” (0.810), and “I am not sure whether my teammates will provide the necessary support if I needed it at my workplace” (0.785). According to the findings, “trust” is a critical factor in shaping employees’ perceptions of reliability and support within the organization.

5.4 Discussion of Research Objective Three: To understand the correlation between employer branding, employee loyalty, and job satisfaction in the information technology sector in India.

This finding and conclusion made w.r.t comparing employer branding practices adopted in IT Companies is discussed is positive associated with 0.58 and 0.63. R (r= 0.53) shows an association between “Employer Branding and Employee Loyalty.” The association

coefficient R ($r=0.63$) shows “Employee Loyalty and Job Satisfaction.” Employer branding affects employee loyalty more than job satisfaction. To clarify, one unit of Employer branding increases Employee Loyalty. On the other hand, job satisfaction boosts loyalty. This shows that employer branding can boost employee loyalty more than satisfaction initiatives. Here, we explain how employer branding helps organizations establish loyalty. Investments in employee brand image may boost qualified staff retention.

Employees’ loyalty reflects their dedication to performing at their best and making sacrifices to meet organisational objectives, including the readiness to work extra hours without additional compensation and a commitment to the company’s advancement (Phuong and Vinh, 2021). Job satisfaction is an affirmative sentiment regarding an individual’s employment, stemming from an assessment of various factors such as compensation, organisational policies, work environment, and accomplishments (Coetzee, 2006). Having dedicated employees, those who are motivated to excel in their roles to meet the company’s objectives, is crucial for the organisation. Additionally, we seek to create profiles of the most dedicated employees. A significant element influencing employee loyalty is the level of job satisfaction. Some studies indicated a positive relationship between job satisfaction and employee loyalty. Job satisfaction can arise when individual needs are met.

5.5 Discussion of Research Objective Four: To assess the influence of employer branding on employee retention in the information technology industry in India.

To achieve this objective, primary data was gathered from employees through a questionnaire, and regression analysis was applied for data analysis.

1. Employer Branding has a stronger impact on Employee Loyalty than Job Satisfaction. Specifically, a one-unit increase in Employer branding is associated with a 0.444-unit increase in Employee Loyalty, on the other hand one-unit increase in Job Satisfaction increase Employee Loyalty by only 0.102 units, holding other factors constant. This highlights that Employer branding strength is a critical lever for enhancing Employee loyalty, potentially higher than satisfaction efforts. For

Employers, these insights showcase the strategic importance of employer branding initiatives in driving loyalty. Investments in Employer branding perception may yield greater and retaining qualified employees.

2. Intercept value of 1.743 represents the level of Employee Loyalty when Employer Branding & Job Satisfaction are zero which clearly highlights presence of inherent level of loyalty even in the absence of these factors, potentially due to influence of other factors outside the scope of this model.
3. The research suggests a moderate positive relationship between Employer branding, Job Satisfaction, and Employee Loyalty, indicating that the association between these factors is meaningful. The coefficient of determination ($R^2 = 0.277$) highlights that Employer branding & Job Satisfaction together explain approximately 27.7% of the variability in dependent variable Employee Loyalty, suggesting that additional factors may also play an important role in influencing Employee Loyalty. The Adjusted R^2 of 0.245 further confirms that adding more relevant predictors could enhance the model's explanatory power.
4. The Mean Squared Error (MSE) of 0.051 and Standard Error of the Estimate (SEE) of 0.227 together indicate the model's accuracy. The MSE reflects the average squared difference between observed and predicted Loyalty values, while the SEE shows that, on average, predictions deviate from actual Loyalty values by 0.227 units. This relatively low SEE suggests that the model provides a reasonable level of prediction accuracy within the data's range. The supported study by

This study aims to develop and test a dynamic model that examines how IT employees' willingness to stay with their present organisation may change over time based on their views of employer branding. The pandemic also affected employee engagement and retention.

Remote work offers freedom but sometimes isolates workers. For remote workers, a strong employer brand can provide a sense of belonging and connection with the

organisation. According to Gartner research, companies with strong employer brands have 28% greater employee retention rates than those with weaker brands (Sharma, 2021). Engaged employees are more likely to stay focused and contribute to the organization's success.

Singh et al., (2024), Leading IT companies in India recognise the importance of employer branding and are investing in boosting brand visibility. For instance, Infosys launched a campaign during the pandemic to emphasise its commitment to employee safety and welfare. The ad highlighted the company's mental health support and remote work infrastructure for employees (Seth, 2021). This employer branding project enhanced Infosys' image as a caring and supportive employer, boosting staff morale and brand perception. The post-COVID-19 age highlights the significance of employer branding in the Indian IT business. In a competitive employment market with increased remote work, a strong employer brand is crucial for attracting, engaging, and retaining top talent. By creating a strong employer brand, companies may recruit top talent, create employee loyalty, and achieve long-term success.

5.6 Discussion of Research Objective Five: To analyze the mediating role of job satisfaction in the relationship between employer branding and employee loyalty within the Indian context.

This supports the hypothesis 1 that employer branding directly affects job happiness. Job Satisfaction positively and significantly impacts employee loyalty ($\beta = 1.9, p < 0.001$), supporting Hypothesis 2. It is crucial to note that Employer Branding significantly impacts Employee Loyalty ($\beta = 1.98, p > 0.001$). This matter must be considered. In addition to its overall influence, employer branding's indirect effect on employee loyalty is crucial. It is crucial to examine both features since this coefficient represents a strong mediation signal. The coefficient of $\beta = 0.098$ indicates that Employer Branding significantly influences workplace behavior indirectly. This conclusion comes from mediation analysis. The

bootstrapped 95% confidence interval, which encompasses -.0044 and .0264, supports this finding. The interval does not contain zero, supporting hypothesis 3. Analysis shows a positive and significant impact of Employer Branding on Employer Loyalty ($\beta = 0.18$, $p < 0.001$). This suggests that employer branding boosts employer loyalty.

The need for skilled and capable workers in the context of globalisation, digitisation, technological advancements, and data analytics has heightened market disruption and emerged as a worldwide issue. India is confronted with a significant challenge, as evidenced by an employability score of 45% and only 4.7% of the workforce being adequately trained (**Rajani Sinha, 2019**). This indicates a notable gap in the availability of skilled individuals ready to be effectively integrated into various sectors. Amidst the skill shortage, India finds itself at the centre of the employee turnover crisis. The significant turnover rate among staff, estimated at around 15–20%, in the Indian information technology and information technology-enabled services sector can be attributed to the abundance of job opportunities available in this field (**Bharadwaj et al., 2022**). They are employing a variety of strategies to present themselves as an attractive employer. One notable aspect is employer branding, which has gained significant recognition as a powerful strategy in human resources to maintain a skilled workforce in the face of high turnover rates.

Characterised as a distinct combination of functional, psychological, and economic advantages (**Ambler and Barrow, 1996**), employer branding (EB) is founded on the idea that employees possessing a wealth of skills and knowledge serve as competitive assets for their organisation. It requires organisations to utilise and leverage such talent, making it difficult for competitors to replicate (**Greening and Turban, 2000**).

CHAPTER VI

SUMMARY, IMPLICATIONS, AND RECOMMENDATIONS

6.1 Summary

The research “Impact of Employer Branding on Employee Loyalty: A Quantitative Exploration” investigates the correlation between employer branding and employee loyalty inside organisations. The report highlights the evolution of company branding from a traditional word- of- mouth reputation to a structured HR strategy influenced by digital technology and social media. The notion of Employer Value Proposition (EVP) is studied, emphasising the growing imperative for organisations to adopt inclusive and employee-focused branding strategies.

This study aims to identify critical components of employer branding and their impact on employee retention, job happiness, and organisational commitment. The methodology is a structured questionnaire distributed to 242 participants, with the results analysed using factor analysis and multiple regression analysis with SPSS software. The objectives of the study are to explore the multifaceted aspects of employer branding, assess their impact on employee loyalty, and examine the role of employee perception as a mediating factor in this relationship.

The literature study analyses the correlation between employer branding and employee loyalty, emphasising that a strong employer brand can elevate job happiness, reduce turnover, and increase organisational performance. This study aims to fill a gap in academic literature by providing empirical evidence on the impact of company branding techniques on loyalty, specifically in the Indian job market.

The results aided firms in tailoring their branding strategies to foster loyalty, enhance retention rates, and improve employee engagement, therefore facilitating sustainable talent management practices. The Indian IT sector is experiencing substantial growth and is

expected to offer additional prospects for expansion in the future. This has intensified competitiveness among the firms. The labour market has become competitive in conjunction with the consumer market.

To remain competitive, it is imperative to uphold a high standard of personnel within the company and to continue attracting potential employees. Employer branding denotes an organization's reputation as an employer, with its promotion bolstered by the organization's image, aimed at attracting prospects and retaining current employees. The notion of workplace branding is becoming increasingly prevalent. Presently, IT organisations have challenges in human resources, such as attracting qualified millennials, the poaching of talented employees, high turnover rates, and significant staffing expenses. This study aims to examine the correlation between employer branding and employee loyalty, focussing specifically on job satisfaction, use quantitative methods.

6.2 Implication

The study's findings are relevant not only to human resource specialists but also to finance and business strategy experts within an organisation. The evolution of family structures, the spread of technology in daily life, and shifting demographics within the Indian workforce have necessitated alterations in the management and perception of human resources. HR practices, once primarily focused on productivity and efficiency, now serve a broader purpose of establishing, promoting, and maintaining an organisation as a brand for both current and future employees. The study's findings demonstrate that employer branding, employee loyalty, and employee happiness yield significant outcomes for an organisation.

Although prior research associates employer branding advantages with commitment and turnover, this study demonstrates that satisfaction with employee loyalty policies fosters an improved brand experience for employees. This experience leads to increased

organisational engagement among employees and diminishes their intentions to resign, hence facilitating successful retention.

Research has highlighted the significance of effective retention for an organization's business performance. Employer branding is a strategy utilised by organisations to attract and retain top talent from the pool of highly skilled workers. Consequently, the efficacy of an employer branding strategy in establishing the organisation as a 'employer of choice' is significantly reliant on employee views. Their experiences yield significant outcomes for the organisation and generate word- of- mouth exposure and reputation among external stakeholders, including potential candidates and consumers.

6.3 Recommendation for Future Research

1. The results indicate that both participants saw the aspects of employer branding dissimilarly. To guarantee the efficacy of employer branding execution, it is essential to mitigate these discrepancies. IT companies must cultivate robust employer branding strategies, ensuring alignment between the personal goals and values of employees and candidates with those of the organization. **Hein et al. (2024)** note that successful employer branding for employees prioritizes professional advancement, job fulfilment, and significant societal impact. Organizations that effectively convey their dedication to these principles are more inclined to recruit and retain Generation Z employees, who consider alignment with personal values a crucial determinant in their career choices.

2. To make the workplace more appealing to employees, the organization ought to priorities the implementation of strategic improvements that cater to the interests, social values, and application values.

3. Effective implementation of a plan to nurture internal identity and a favorable external reputation will accelerate and improve the process of building a great employer brand. For growth and competitive advantage, organizations must attract and retain top individuals

through a comprehensive HR model. Research on employee loyalty for retention highlights contemporary strategies known as employer branding, which appear to be more effective in maintaining long- term relationships between employees and employers (**Kuchеров and Samokish, 2016; Jain and Bhatt, 2015**).

4. Integrating HR and Marketing can support strategic initiatives to create a sustainable workplace brand. HR divisions can establish employer brand by constant usage of activities, culture, systems, relationships, and professional approach.

5. Companies can significantly invest in economically valued measures to recruit and retain staff. Competitive compensation package, insurance and health benefits, bonuses, and incentives are among the measures. Investing in others, while advantageous, may be relegated to secondary importance. Effective employer branding enhances recruitment while simultaneously elevating employee satisfaction, engagement, commitment, and loyalty. This synergy contributes to improved retention and strengthens brand performance (**Tanwar & Prasad, 2017**).

6. Organisations should concentrate on innovative email strategies to enhance employer branding efforts. The organisation might provide comprehensive information regarding activities via email, including events, schemes, meeting schedules, company reports, awards, market updates, product developments, technological advancements, and news.

7. Given that IT firms predominantly employ individuals under the age of 30, they can tailor their branding strategies to appeal to this demographic. Organizing office events, social gatherings, and recreational activities such as fitness, dancing, and yoga may attract this age. According to **Martin and Roodt (2008); Dhladhla (2011); Badawy, Fahmy and Magdy (2017)**, job satisfaction has a positive impact on employees' evaluations across all dimensions of and the organization serves as a professional setting for employees. Several

other academics have elucidated the impact of employer branding on job satisfaction among employees, as well as its influence on their commitment levels.

6.4 Conclusion

The Indian IT sector is seeing significant expansion and is anticipated to present further growth opportunities in the future. This has heightened competition among the companies. The labor market has become competitive alongside the consumer market. To remain competitive, it is essential to maintain a high caliber of personnel within the organization and to persist in attracting prospective employees. Employer branding refers to an organization's reputation as an employer, and the promotion of this brand is supported by the organization's image, which focusses on attracting candidates and maintaining existing employees. The concept of employer branding is gaining popularity increasingly. Currently, IT organizations encounter issues in human resources, including the recruitment of competent youth, the poaching of skilled personnel, elevated attrition rates, and substantial staffing costs. This study seeks to investigate the relationship between employer branding and employee loyalty, with a particular emphasis on job happiness, employing quantitative methodologies. The aim of this research is to ultimately bridge the divide. Organizations aiming to improve their talent acquisition and retention strategies through effective employer branding initiatives may discover the findings to provide important insights. First, three aspects of employer branding practices are identified, and then, in the findings, a gap is discovered between the Sense of Ownership and Willingness to Stay that are associated with the various employer brand methods that are utilized by IT companies. When compared to the employees, the aspirants have a higher mean, which suggests that they have a greater sense of ownership and are more willing to remain with the company. This study utilized correlation analysis to examine the relationship between employer branding, work happiness, and employer loyalty. As a result, the study has reached a conclusion regarding how to enhance the practices of employer branding. Therefore, this prudent analysis has led to the establishment of value, work- life balance value, and social

value for their employees, with a primary emphasis on interest, application, and social value for their future employees.

The domain of employer branding is extensive. The strategies of employer branding are likewise highly comprehensive. All companies employ at least some of the practices. Some utilize these themes unknowingly and unintentionally, but other organizations deliberately employ the principles of employer branding to attract and retain talent. Despite extensive research and its application, firms in the IT sector continue to struggle with retaining competent staff. Few high- revenue organizations are featured on the “Great Place to Work” list. Consequently, there is significant potential for enhancement among the leading organizations.

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Appendix I: Questionnaire

Dear Participants,

Purpose of this study is to understand Impact of Employer Branding on Employee Loyalty: A Quantitative Exploration. You are kindly requested to fill up the questionnaire. This survey is a part of an academic research and your participation in this research is voluntary. Responses will be kept anonymous and confidential.

Thank you for your valuable response and for spending your time.

Likert Scale: 5 Strongly Agree, 4 Agree, 3 Neutral, 2 Disagree, 1 Strongly Disagree

S.No	Items	SA	A	N	D	SD
	Employer Branding	5	4	3	2	1
1	Opportunities for career progression	5	4	3	2	1
2	Seek high-profile assignments using competency mapping	5	4	3	2	1
3	Communicate openly and directly about career aspirations	5	4	3	2	1
4	Tell their managers about their skills and eagerness to expand knowledge	5	4	3	2	1
5	Identifying other company opportunities that suit the employee	5	4	3	2	1
6	A springboard for future employment	5	4	3	2	1
7	There is adequate salary	5	4	3	2	1
8	Rewarded for additional work	5	4	3	2	1

9	HR practices are designed to meet personal needs	5	4	3	2	1
10	Recognition for exceptional work	5	4	3	2	1
11	Opportunities for onsite assignment	5	4	3	2	1
12	The company's reputation and CSR are good	5	4	3	2	1
13	Feeling comfortable about myself after working for the company	5	4	3	2	1
14	The humanitarian organization gives back to society	5	4	3	2	1
15	Corporate ethical empowerment and equitable human resource practices	5	4	3	2	1
16	Management welcomes opinions and suggestions	5	4	3	2	1
17	Accepts new ideas and provide support to execute	5	4	3	2	1
18	Organization exhibits leadership	5	4	3	2	1
19	Organization provides relative training and development facility	5	4	3	2	1
20	There are clear opportunities for long term career progression in the company	5	4	3	2	1
21	There is well set policies and procedure	5	4	3	2	1
22	Job security within the organization	5	4	3	2	1
23	Opportunity for work-life balance	5	4	3	2	1
24	Flexible working condition	5	4	3	2	1
	Employee Loyalty					
1	Whenever I get a chance to speak in social gatherings, I try to speak positively about my organization.	5	4	3	2	1
2	I always look forward to another day at work.	5	4	3	2	1
3	I always promote the brand of my organization.	5	4	3	2	1
4	I would prefer to recommend the products and services of my organization to my friends.	5	4	3	2	1
5	I feel that I own this organization.	5	4	3	2	1

6	This organization has given me a lot of things in my life.	5	4	3	2	1
7	I often think of leaving the organization. (R)	5	4	3	2	1
8	If I could choose again, I would choose to work for the current organization.	5	4	3	2	1
9	It is very rare that I will look for a new job next year	5	4	3	2	1
10	I am not sure whether my teammates will provide the necessary support if I needed it at my workplace. (R)	5	4	3	2	1
11	Management at my firm takes interest to resolve employee grievances up to the extent possible.	5	4	3	2	1
12	Most of my colleagues can be relied upon to do what they say.	5	4	3	2	1
13	I am sure about the fact that my subordinates get the work done as per the requirements.	5	4	3	2	1
	Job Satisfaction	5	4	3	2	1
1	I feel I am being paid a fair amount for the work I do	5	4	3	2	1
2	Raises are too far and few between	5	4	3	2	1
3	I am unappreciated by the organization when I think about what they pay me	5	4	3	2	1
4	I feel satisfied with my chance for salary increases	5	4	3	2	1
5	The company only gives people the minimum amount of training they need to do their job	5	4	3	2	1
6	People are strongly encouraged to develop their skills	5	4	3	2	1
7	Adequate on-the-job training was provided to internal user groups to use the new system	5	4	3	2	1
8	Both technology and process training were provided to employees using the system	5	4	3	2	1
9	There is really too little chance for promotion on my job	5	4	3	2	1

10	Those who do well on the job stand a fair chance of being promoted	5	4	3	2	1
11	I am satisfied with my chances for promotion	5	4	3	2	1
12	People get ahead as fast here as they do in other places	5	4	3	2	1
13	I am satisfied with the recognition for my work from superiors	5	4	3	2	1
14	I am satisfied with the recognition for my work from peers	5	4	3	2	1
15	am happy with the amount of encouragement and positive feedback	5	4	3	2	1
16	My supervisor is quite competent in doing his/her job	5	4	3	2	1
17	My supervisor is unfair to me	5	4	3	2	1
18	My supervisor shows too little interest in the feelings of subordinates	5	4	3	2	1
19	I like my supervisor	5	4	3	2	1
20	I am confident that I will be able to work for my organization as long as I wish	5	4	3	2	1
21	Regardless of economic conditions, I will have a job at my current organization	5	4	3	2	1
22	My current organization will not remove the manpower	5	4	3	2	1
23	I am secure in my job	5	4	3	2	1

Demographic Information (Please tick)

1	Gender			Male	Female		
2	Age Group	20 - 25 Years	26 - 30 Years	31 - 35 Years	36 - 40 Years	41 - 50 Years	51 Years & Above

3	Overall Work Experience	0 - 5 Years	6 - 10 Years	11 - 15 Years	16 - 20 Years	21 - 25 Years	26 Years & Above
4	Work Experience in Current Organization	0 - 5 Years	6 - 10 Years	11 - 15 Years	16 - 20 Years	21 - 25 Years	26 Years & Above