CHAPTER I
**INTRODUCTION**

**HUMAN RESOURCE MANAGEMENT**

Human resource management is the process of managing people of an organisation with a human approach. Human resources approach to employees enables the organisation to view them as a vital resource. It is the approach through which an organisation can utilise the manpower not only for the benefit of the organisation but also for the progress of individual employees and induce self-satisfaction in the work they perform. It is the process of making efficient and effective use of human resources for the achievement of organisation goals.

Edwin B. Flippo defines Human Resource Management as, “a process of planning, organizing, directing and controlling of recruitment, selection, development (training), compensation, integration, maintenance and separation of manpower of personnel or employees in an organisation to achieve the individual, organisational and social goals.”

**WAR FOR TALENT**

‘Never let anyone quit until you know who is going to do his or her job’.

The war for talent is a term coined by Steven Hankin of McKinsey & Company in 1997. The “War for Talent” depicts the prevailing talent shortage in the labour market. Organisations that have been successful in the market are those who are the best in locating, assessing, recruiting, and keeping the most talented people. More and more companies have started the 'fight' for highly talented people and have become competitors on the labour market. *Harvard Business Press* (2001).

During the global financial crisis (2008), organisations had the imperative need to make tough decisions regarding their people and resourcing models. As the industry started recovering and the situation got stabilized, the rate of redundancy fell, and recruitment showed signs of growth.
High availability of manpower does not serve any purpose unless the populaces are talented to perform a specific task effectively for the organisation's success. War for talent in luring high quality workforce is the biggest challenge for employers as this workforce creates an identity for the organisation as the best place to work. Thus Employer Branding becomes a significant part in attracting and retaining potential employees.

A company’s workforce has a direct impact on how well it can respond to the changing economic times. Recruiting and retaining people is essential. But, with the competition getting fierce, many employees are getting less attracted to their employers after the difficulties seen in the recession. As recruiters try to take advantage of the dissatisfaction stemming from pay freezes, benefit cuts and increased workloads, companies should take steps to ensure their key people are engaged, and do not depart in search of better opportunities.

Management needs to ensure their people have the tools and motivation to perform as expected of them, developing the leaders of tomorrow to ensure sustainable success. As the importance of effective change management continues, companies have started revisiting business models and strategies in the wake of the downturn. This is an on-going process, and winning firms continually review and develop the quality and skills of their workforce, enabling them to adapt to the changes happening in the marketplace to overcome the crisis of war for talent. The tool that the organisation could adopt is through a strong Employer Brand (EB).

EMPLOYER BRANDING (EB)

Employer branded companies are employers that excel in talent attraction and retention. According to ‘Ranking the brands.com’, this is based on an index of employee attractiveness, surveyed among students at top academic institutions. Employer Branding is the concept used for the establishment of an organisation's reputation as an employer of choice and its value proposition to its employees.

According to Minchington, Employer Branding is the “Image of an organisation as a great place to work.”
Employer Brand is made up of everything that influences how people think about a company as an employer - Glassdoor.

**HUMAN RESOURCE MANAGEMENT AND EMPLOYER BRANDING**

Human Resource Management is the process of appropriate and maximum utilisation of limited skilled workforce available. The core purpose of human resource management is to make efficient use of the existing human resources’ in the organisation. Employer brand, like any other discipline, does not stand in isolation. It is embedded with employer-employee relationship from the stage of recruitment and on-boarding, furthermore enhancing the employee's pride of working for the organisation.

Employees’ viewpoint and their willingness to work for the organisation depend not only on the economic benefit, but also on their longing to work for the organisation. This has paved the way in helping employers understand the paradigm shift in the minds of employees about their workplace and thus helping realise the importance of Employer Branding.

**COMPONENTS OF EMPLOYER BRANDING**

A) **INTERNAL BRANDING** - Employee Value Proposition, Employee Engagement and Intrinsic factors of employees about the organisation.

B) **EXTERNAL BRANDING** - Social Networks, Corporate Websites, Employee Testimonials, Professional Network like LinkedIn etc.

A) **INTERNAL BRANDING**

Internal branding refers to a company’s brand value amongst its employees. Employee Value Proposition, Employee Engagement and Intrinsic aspects of employees about the organisation play a predominant role in determining how effective employees are valued in the organisation.
Employee Value Proposition (EVP) is one of the most important components of internal branding defining the essence of the organisation, its uniqueness and what it stands for. A strong EVP helps the organisation to attract the best external talent and to retain its top performers - Michael Page (8th December 2016)

Minchington (2005) defines an Employee Value Proposition (EVP) as “A set of associations and offerings provided by an organisation in return for the skills, capabilities and experiences an employee brings to the organisation.” Engaged employees are those who are loyal to the company and would go that extra mile to support their Employer Brand.

EMPLOYEE ENGAGEMENT

“The emotional commitment the employee has to the organization and its goals.” Kevin Kruse (2012)

“An emergent and working condition as a positive cognitive, emotional, and behavioural state directed towards organisational outcomes.” Shuck & Wollard (2009)

HIGH CALIBRE EMPLOYEES

High Calibre Employees are those who complete a given task with the highest level of standard, quality and aims for progress in their career.

JOB SEEKERS

Julie Walraven (2012) defines a job seeker as the person who wants to change his/her current work. They can be employed, unemployed, a new graduate, or someone seeking to move from being a business owner to an employee role.
TALENT ATTRACTION

According to Jane Kennelly (2012), talent attraction refers to activities soliciting inquiries for candidates with the hope that they will attract candidates meeting the requisite criteria.

Talent attraction refers to increasing the size of the available talent pool - The Conference Hub. Slideshare (2014)

TALENT RETENTION

Talent retention refers to the various policies and practices of an organisation which let the employees get attached to it for a long period of time.

Samuel and Chipuza (2009) explain the most important purpose of retention is to look for ways for preventing attrition of capable workers as this could have a negative effect on productivity and profitability.

B) EXTERNAL BRANDING

External branding depicts the image of an organisation in the minds of target external audience that includes employees and jobseekers. Primary attraction of distinctive human capital on the base of establishing the company as an employer of choice could be demonstrated through its prospective employees.

The means of social media, like employee testimonials, Instagram, YouTube, social networks like Facebook, Twitter, professional network like LinkedIn, career websites, employee referral from contacts on social media and mobile networks are rich sources for developing external branding.

PRESENT TREND IN ORGANISATION

Challenges in the area of hiring do persist for employers. In today’s market, job seekers still have the advantage. Top candidates can receive multiple offers and counteroffers, and they are attracted to jobs with attractive compensation and the
opportunity to develop and improve their skills. Employers, especially smaller businesses, are looking for highly skilled candidates. However, intense competition for these professionals can make the recruiting process highly difficult.

Hiring is a prolonged process, as the smaller pool of candidates can afford to be selective with job offers. As a way to step up their appeal, competent employers offer high salaries and are willing to negotiate perks at work. They move quickly without skipping steps in the hiring process. Savvy companies also look at internal recruitment for skilled talent, especially if their concern relates to retaining their best employees.

“Until companies know what their target talent values in an employer, who their competitors for talent are and what differentiates them from those competitors, it is premature to create a brand strategy, broadcast brand messages through advertising”, says Mary Delaney, President of CareerBuilder’s Human Capital Consulting Division - Broadbean blog 2015

Information Technology and Information Technology Enabled Services (IT and ITES)

The IT and ITES companies are known for services that are related to information technology, research and development services as well as engineering designs, hardware and Business Process Outsourcing.

According to United Nations Educational, Scientific and Cultural Organisation (UNESCO), Information Technology is defined as “scientific, technological and engineering disciplines and the management techniques used in information handling and processing information, their applications, computers and their interaction with man and machine and associated social, economic and cultural matters.”

Due to the emergence of IT in various fields Information Technology Enabled Services (ITES) have become a necessity to perform their outsourced services.
Business Process Outsourcing as explained by Hyzone is a generic term that involves hiring another company to take responsibility for a set of business activities or a single function. Process typically outsourced will be non-mission-critical, such as payroll and benefit management, although the possibilities are expanding. Customer services, in the form of call centers, are often out-sourced to a dedicated firm.

INFORMATION TECHNOLOGY AND INFORMATION TECHNOLOGY ENABLED SERVICES COMPANIES IN INDIA

According to National Association of Software and Services Companies (NASSCOM) June (2017), India is the world's largest destination source for the Information Technology (IT) industry, accounting for approximately 67% of the 124-130 billion dollar market. According to a report by the Boston Consulting Group (BCG) and Internet and Mobile Association of India (IAMAI), in the fiscal year 2014, India's Information Technology and Business Process Management (IT-BPM) industry had 12-15 billion dollar incremental revenue, as opposed to the existing industry revenues of 118 billion dollars. India's internet economy is expected to touch ten trillion by 2018, accounting for five percent of the country's GDP. The IT and ITES sectors have generated massive employment in the past and are continuing the trend of providing jobs (NASSCOM).

TCS hired twenty thousand fresh graduates from all over India in 2013, sixty seven thousand candidates in 2015 and thirty five thousand freshers from campuses in 2016 says Chairman Cyrus Mistry. Wipro, Infosys, IBM and Dell among others also made substantial addition to employment.

As articulated by NASSCOM’s ‘Perspective 2020’, the success story of the industry would rely on catalyzing growth beyond today’s core markets, establishing India as a trusted global hub for professional services. Harnessing ICT (Information and Communication Technology) for inclusive growth, developing a High Calibre talent pool, building a pre-eminent innovation hub in India and that would employ about 7.5 million by 2022. A large portion of this employment is expected to occur in the ITES sectors, followed by IT exports and then in the domestic market. The
incremental human resource requirement in the IT and ITES sector is expected to be about 10 million till 2022.

To become globally competitive, it is imperative for the IT-ITES companies to adopt international standards and best practices. This alone can help them optimize their quality, services and costs. The frameworks to follow should be the ones that make the organization data-driven, instill process discipline and help achieve sustained excellence. “Employees will not remember what organisation say or what they do for them but will never forget how organisation made them feel” - Ken Wright (August 2013). It creates emotional commitment to the brand and its leaders and thus promotes the value and growing importance of Employer Branding.

NEED FOR THE STUDY

In the current economic scenario, human resource is one of the important sources for maintaining competitive advantage. The ‘War for talent’ is increasing day by day depending on attracting high quality workforce that is critical for the organisation's success. There is a huge gap between the demand for and the availability of future business leaders and competent employees. Growing propensity of people to switch from one job to another is a rising concern for employers. Attracting, the right kind of workforce and retaining the current employees is an important task in the business circle.

Organisations need to define and communicate their vision and values to their employees and make them sense that, they are more allied to the business through the concept of Employer Branding. Hence, the study relating to Employer Branding and its impact on talent attraction and retention is considered a critical issue.

An employee may prefer to continue in an organization, for a long period on fulfilment of his/her desires that may range from job satisfaction, open environment, healthy competition, recognition for work, having comfort level with co-workers, good relationship with the boss and common reasons like satisfying remuneration
and other material benefits. Though money is an important criterion for employees, momentum is now focusing on opportunities to build a career for longer sustainability.

A proper understanding of the concept of Employer Branding will facilitate employees to know their supremacy of demand for their calibre. Employee Value Proposition and their receptiveness will enhance their brand both internally and externally. Maintaining stability between internal and external branding will enable an organisation to maintain its competitive edge.

SIGNIFICANCE OF THE STUDY

Information Technology and Information Technology Enabled Services have witnessed an incredible growth in the last decade and have arrived on the global stage. These sectors are purely knowledge-driven and the companies employ a significant profile of its employees. With the current increase in global demand, it has become essential for such companies to access world class talent.

Attracting the best talent is essential to sustain and win the market. The competitors are willing to pay more and grab skilled workforce thereby intensifying the demand for talent in the market. The study becomes imperative as Employer Branding forms the foundation for an effective recruiting strategy and makes a significant difference in winning the war for talent. Retaining the current employees is the priority sector in business circles. The study of ‘Employer Branding’ becomes vital and is considered the most effective strategy that is fast gaining worldwide attention. If used effectively it will act as a prominent factor for the employer.

Attracting and retaining High Calibre Employees has to be balanced through constructive and satisfying internal and external branding. The growing usage of social media gives a global ‘glassdoor image’ about the organisation. Hence an organisation has to be transparent to its employees, as this not only retains potential employees but also attracts the talent pool of those who wish to work for these organisations. It is the righteous moment for High Calibre Employees to direct
their potential in a way they are best placed and valued. Hence, the study is carried out to meet the need of the hour.

**STATEMENT OF THE PROBLEM**

In an increasingly tight talent market, the secret of attracting talented people comes from switching the focus from the company to the candidate. Magnetization of knowledgeable workers is recognised as a critical success factor by organisations. In order to succeed in the war for talent, many organisations realise the need to brand themselves as an employer of choice. Employees with elevated involvement and with maximum efficiency have to hone their skills for a career and increase their success rate by staying in employer branded organisations.

Value-based alignment between employee and employer has become a key success factor for staff attraction, placement and retention. Albeit there is availability of large number of workforce, organisations are still in a dearth of attracting and retaining potential workforce in Indian companies. At this juncture it becomes essential to study the concept of Employer Branding and its importance given by organisations in developing countries. However such studies have not been done in these countries and this has been found as a major gap in this area of research. The concept of Employer Branding of IT and ITES companies in Chennai was considered significant because of its rapid development among other metropolitan cities. Thus the focus of this study is to ascertain the impact of Employer Branding in Chennai.

The study aims at examining the impact of Employer Branding on talent attraction and retention in selected IT (Software) and ITES Companies in Chennai. Hence, this empirical study is directed towards IT and ITES companies targeting employee’s perception, their awareness in determining employer of choice.
OBJECTIVES OF THE STUDY

1. To study the perception and awareness of High Calibre Employees regarding employer branded organisation.

2. To analyse the influence of Employee Value Proposition and employee engagement on the reason to be in an employer branded organisation for talent retention.

3. To analyse the influence of High Calibre Employees, intrinsic and organisational variables on the reason to be in an employer branded organisation for talent retention.

4. To measure the influence of personal variables of High Calibre Employees on their perception, awareness, Employee Value Proposition, employee engagement and intrinsic factors of employees.

5. To study the perception of jobseekers regarding employer branded organisation.

6. To analyse the awareness level of jobseekers on the reason to join an employer branded organisation for talent attraction.

7. To measure the influence of personal variables of jobseekers on their perception and awareness level.

HYPOTHESES

The following research hypotheses are formulated and structured for the study:

1. There is no significant relationship between awareness level of high caliber employees regarding reputation of organisation and the reason to be in an employer branded organisation for talent retention.

2. There is no significant relationship between Employee Value Proposition and the reason to be in an employer branded organisation.
3. There is no significant relationship between employee engagement and the reason to be in an employer branded organisation.

4. There is no significant relationship between intrinsic factors of employees and the reason to be in an employer branded organisation.

5. There is no significant relationship between awareness level of jobseekers regarding reputation of organisation and the reason to join an employer branded organisation.

RESEARCH METHODOLOGY

The study was conducted using both analytical and descriptive types of methodology. The study primarily depends on primary and secondary data.

TYPE OF SAMPLING

The primary data was collected through survey method. Survey is conducted using well formulated questionnaire. The convenience sampling method was applied to collect the primary data. Samples for the purpose of the study were selected systematically.

STUDY AREA

The Survey was conducted among employees working in employer branded organisations in IT and ITES companies, Job seekers working in small, medium and large scale IT and ITES companies and Final year graduates located in Chennai. Chennai hosts a number of IT companies making the study realistic and meaningful. The city consists of software giant’s along with medium and small software units.

Chennai is one of the hubs for software development companies in South Asia. As IT companies have entered the economic arena, their high level of pay has raised the economic standard of young, educated and potential professionals. Chennai, being a metropolitan city, truly represents employees belonging to various divisions of the society.
SOURCES OF DATA

PRIMARY DATA

The primary data was collected through a questionnaire survey. The data was collected from High Calibre Employees and Jobseekers. The respondents were asked to give their opinion on their perception of Employer Branding and their awareness levels of employer branded organisations.

QUESTIONNAIRE DESIGN

The first part of the questionnaire comprises Demographic factors with optional questions. The second part includes yes/no questions and some optional questions to arrive at general details. The third part consists of some optional questions regarding the awareness of employees about employer branded organisation. The fourth part includes statements relating to Employee Value Proposition with Likert’s 5 point scale. The fifth part of the questionnaire is related to factors of employee engagement. All relevant statements are included to derive responses. The sixth part comprises statements pertaining to intrinsic factors of employees about the organisation.

SCALING TECHNIQUE IN THE QUESTIONNAIRE

The questionnaire used comprises both optional type and statements in Likert’s 5 point scale. The responses of these sections are obtained from High Calibre Employees in employer branded organisations, Jobseekers working in small, medium and large scale IT, ITES companies, and final year graduates. The responses were measured in the 5 point scale, which ranges as follows:

5 – Strongly agree 4 – Agree 3 – Neutral 2 – Disagree 1 – Strongly Disagree

SAMPLING PLAN AND DATA COLLECTION

The IT and ITES companies were selected as a suitable setting to test the proposed model. The focus was on the relationship among Employer Branding,
constituting components of Employee Value Proposition, employee engagement, intrinsic factors of employees about their personnel and organisational variables and awareness level of employees with regard to employer branded organisation. The main reasons for selecting this industry are: (1) availability of large number of Information technology and ITES organisations playing an important role in the development of our country, and (2) Larger impact of social media on awareness level of employees regarding employer branded organization.

The unit of analysis in this study is the Employer Branding - 'talent retention' for High Calibre Employees and 'Employer Branding' - 'talent attraction' for Jobseekers'. So identifying the dyads that would provide the needed information is the key to this study. In order to ensure higher number of dyads, top IT and ITES employer branded companies were selected based on best place to work (according to business today survey - India, Glassdoor, Indeed, LinkedIn, Universum etc.). The employees from employer branded Companies were approached. Jobseekers in small, medium and large scale IT, ITES and final year graduates in Chennai were also taken for the study. The study was conducted from 2014 to 2017.

Tamil Nadu is a leading employer in the IT and ITES sectors and Chennai being the capital of Tamil Nadu, was selected as the place setting for the following reasons (1) Chennai is one of the leading software exporter city in India (2) One of the India's largest IT Park is housed at Chennai.

Employees provided their evaluations of employer branded organisation in terms of its objective, subjective and relationship oriented characteristics. They also responded to questions about how internal and external Employer Branding influences their perception. Demographic information, such as company, gender, marital status, age, experience, employees plan to stay in the organisation, educational status, number of employees, working hours per week was obtained from all the respondents.
PILOT STUDY

A pilot study was conducted for validating the questionnaire and to confirm the feasibility of the study. The filled up Questionnaires were collected from 100 respondents and Cronbach’s Alpha Criterion was applied to test the reliability. Since the researcher used two types of questionnaires, reliability test was conducted for both the research instruments. The application of Cronbach's Alpha Criterion on these two questionnaires revealed reliability co-efficient of 0.902 for High Calibre Employees of employer branded organisations and 0.867 for job seekers. Both these coefficients are above the required benchmark. It implies the variables used in the questionnaire are highly reliable to conduct the research. The variables considered for the analysis were found satisfying the normal probability distribution. Based on the pilot study, the questionnaire was modified suitably to elicit response from the sample group.

DATA COLLECTION PROCESS

SAMPLE SIZE

The total sample size of the study is 995 (511 employees working in IT and ITES employer branded companies in Chennai and 484 jobseekers working in small medium and large IT/ITES companies and final year graduates seeking for jobs in EB companies). The detailed data collection process is represented below.

HIGH CALIBRE EMPLOYEES IN EB COMPANIES

Out of the 2000 samples approached, first 996 responded for the survey in which 867 were employees working in employer branded organisation. Out of this subset of 867, 803 were used, leaving out 64 surveys with incomplete information. Of the 803 usable surveys, 734 had furnished their company name and were found usable, leaving the remaining surveys with repeated filling of same options bringing the number of response to 679. These 679 are considered as High Calibre Employees as the top notch companies normally employ cream of the crop.

These 679 high calibre employees were contacted and requested to participate in the current study by providing answers to the questionnaire. The
respondents were selected after a careful screening process. The respondents were given an option to respond either online or on paper. The survey was sent by email or through web link for people who chose online survey. A total of 679 employees of blue chip companies expressed interest in participating in the study.

All the questions were marked with a predetermined alpha-numeric code for linking the employees’ responses with Employer Branding. Respondents who opted for mail were sent a questionnaire. A total of 71 employees opted for email out of which 68 replied with a filled in survey in which 53 were found usable. 94 opted for paper survey of which 83 were received by leaving 11 incomplete surveys and the remaining 76 were found usable. A total of 454 employees opted online survey of which 442 responded for the online survey. Each respondent was given an online link for the survey and the alpha numeric code was used for the entry. The online survey was equipped with an option that recorded the repeated selection of options of the questionnaire. Through this process, 72 were deemed unusable remaining 382 were usable. Out of 593 respondents, doing the screen check process and discarding unusable or incomplete surveys, a total of 511 responses were deemed usable.

The resultant number of the final sample used in the analysis was 511.

Employees were asked questions relating to Employee Value Proposition, employee engagement, and intrinsic factors of the employees that affect personal and organisational variables. Employees were assured of confidentiality about the information received from them relating to their personal data and career intentions. The data was then entered in SPSS data sheet and each employee’s response for the appropriate components of Employer Branding was also grouped. A detailed sampling plan is provided below.

1. 49.8% Response rate of employees surveys (996/2000).
2. 87.04% of the respondents were working in top employer branded organisation (867/996).
3. 92.6% of the sample was usable (803/867).

4. 91.4% of the employees who provided information on the type of company they were working in were taken (734/803).

5. 92.5% were usable responses, leaving out the random ones (679/734).

6. 87.33% of responses were taken into consideration from High Calibre Employees for the survey (593/679).

7. 86.1% was the final response rate of the survey leaving out the unusable surveys (511/593).

The final response rate was 511 of High Calibre Employees in employer branded organisation as against total sample size of 995.

High Calibre Employees - 511
Jobseekers - 484
Flowchart 1.1 SAMPLING PLAN - HIGH CALIBRE EMPLOYEES

2000 High Calibre employees were contacted

771 respondents - online survey
685 were employees of online working in Employer Branded
83 were employees of online were other than EB organisation
641 were usable
561 respondents provided information of their sector of employment
679 were IT and ITES of EB Companies
71 High Calibre employees opted for email
68 High Calibre employees survey received by email
53 usable survey

214 respondents - paper survey
178 were employees working in Employer Branded organisation
162 were usable
173 respondents provided information of their sector of employment
94 High Calibre employees opted for paper survey
83 High Calibre employees survey received by paper
76 usable survey

46 were employees other than EB organisation
69 were employees of online working in Employer Branded
46 were usable

Final Sample 511 High Calibre employees of Employer Branded organisation
JOB SEEKERS

Out of the first 2000 samples approached, 1260 jobseekers responded. Out of this subset of 1260, 1021 were employees working in IT, ITES companies and final year graduates seeking for a job. Of the 1021 response only 906 were found usable. Of the 906 usable, 85 did not specify their company sector and 69 final year graduates had omitted the question 'branch of study', therefore making it unusable, bringing the number down to 752.

Final year students were asked to participate directly in the current study by filling up the survey, whereas the jobseekers who were already employed were given the following options to participate in the study (1) receiving the survey by email, (2) receiving the survey online, and (3) filling the survey by direct paper survey. A total of 652 jobseekers expressed interest in participating in the study.

All the questions were marked with a predetermined alpha-numeric code for linking the employees’ responses with Employer Branding. A questionnaire was sent to respondents who opted for email. A total of 85 jobseekers opted for email, out of which only 78 responded. Of the 78, 53 were found usable. 125 opted to fill in online in whom 93 responded and 76 were found usable. A total of 442 employees opted for paper survey and only 381 responded. Out of the 381, 26 responses with incomplete answers were discarded. Remaining 355 were found usable. After the entire process a total of 484 responses were deemed usable.

The resultant final sample used in the analysis was 484. Respondents were asked questions relating to perception and their awareness level regarding the employer branded organisation, their plan to stay in the first job, number of employees in their organisation, working hours and other demographic questions was obtained from all the respondents. The data was then entered in SPSS data sheet and Jobseekers response for the appropriate components of Employer Branding was also grouped. Sampling plan of the initial respondents of the survey after passing
through many filters making the final numbers of response usable the detail sample plan is provided below.

1. Response rate for jobseekers was 63% (1260/2000).

2. 81.05% of the respondents were employees working for small, medium, and large IT and ITES companies and final year graduates (1021/1260).

3. 88.73% of the above mentioned sample provided usable surveys (906/1021).

4. 83% of the usable survey of jobseekers provided information on the type of company they were working in and final year graduates provided their branch of study (752/906).

5. 86.7% of responses were taken into consideration from jobseekers for the survey (652/752).

6. 74.23% was the final response rate for jobseekers leaving out the unusable surveys (484/652).

The final response rate was 484 Jobseekers as against total sample size of 995.

Jobseekers - 484

High Calibre Employees - 511
Flowchart 1.2 SAMPLING PLAN – JOB SEEKERS

2000 jobseekers were contacted

- 588 respondents filled the survey online
- 572 respondents filled the paper survey

Online:
- 152 were jobseekers of online were other than IT, ITES companies
- 231 final year graduates
- 392 jobseekers survey were usable
- 307 jobseekers provided the type of company (IT/ITES)
- 752 were jobseekers survey usable

Online:
- 435 were jobseekers of IT, ITES companies, and final year graduates
- 276 were jobseekers
- 514 final year graduates survey were usable
- 445 provided the branch of study
- 381 jobseekers filled in paper survey
- 155 usable surveys
- Final Sample were 484 jobseekers
SECONDARY DATA

Secondary data was collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets.

DATA ANALYSIS

The Primary data collected was analysed using the SPSS (Statistical Package for Social Sciences) computer packages. The Statistical tools used for obtaining results are as follows:

1. T-test applied to ascertain the awareness level of employees, Employee Value Proposition, employee engagement, intrinsic factors of employees and the reason for being in employer branded organisation.

2. Factor Analysis by Principal Component Method was used for identifying the internal and external factors influencing the Employer Brand.

3. K-means Cluster Analysis was exploited to classify the High Calibre Employees and Jobseekers based on their perception about employer branded organisations.

4. Chi-square association analysis was used for the analysis of perception and awareness of High Calibre Employees and Jobseekers regarding employer branded organisations.

5. One way Analysis of Variance (ANOVA) was applied to ascertain the significant relationship between the various independent and dependent variables of the study.

6. Linear multiple regression analysis was brought into the context to explore the influence of independent factors of Employer Branding on dependent factors of talent attraction and retention.

7. Structural equation modeling was exploited to classify the High Calibre Employees and Jobseekers based on their perception about employer branded organisations.
SCOPE OF THE STUDY

The Indian IT industry is operating at a high speed with its presence in different metropolis like Bangalore, Hyderabad, Mumbai, Delhi, and Chennai. The study area is restricted to Chennai city, as, all ranges of IT and ITES companies have operations here. The changing scenario of retaining employees and attracting talent pool into the organisation is the biggest challenge for organisations today. Employees’ perception about employer is determined through employer’s strategies in building a good impression about the organisation as an ideal place to work.

The main goal of the study is to explore the role of Employer Branding in top listed IT and ITES companies in Chennai. The concept of Employer Branding is a holistic approach in determining internal and external branding through its High Calibre Employees and Jobseekers. Employer branding therefore includes talent attraction (Jobseekers) and retention (High Calibre Employees) to create goodwill for the organisation.

Tamil Nadu is one of the primary contributors to employment and revenue in the IT and BPO sector. The contribution of IT industry to the GDP is consistently increasing, (ibef.org) reflecting the improved standard of living of the people and the change in lifestyle, and increase in the purchasing power. The expected growth and its proceeds acts as a booster to graduates who try to get employed in IT and ITES sectors.

LIMITATIONS OF THE STUDY

The study focuses on the perception of Employees at all levels working for IT and ITES companies located in Chennai city only. The study provides a general understanding about the emergence of the concept of Employer Branding and its impact on High Calibre Employees and Jobseekers’ perception about the employer as best place to work. The study is based on employees’ perception and these perceptions are subject to change in the days to come. Hence, the employees reflect their current views on the prevailing conditions of implementing the concept of Employer Branding in the organisations. The questionnaire survey was conducted
on employees of top branded companies and jobseekers also comprises of final year graduates. Since it is a perception study, the results cannot be generalised.

CHAPTERISATION

Chapter I - Introduction deals with the concept of Human Resources, Employer Branding concepts, Statement of the Problem, Objectives of the Study, Research Methodology, Scope and Limitations of the Study.

Chapter II - Sketches the reviews of related literature relevant to the present Study.

Chapter III - Emergence of the concept of Employer Branding - Components of Employer Branding - Internal branding and External branding.

Chapter IV - Perception of high calibre employees working in Employer Branded organisation - An analysis and interpretation – I.

Chapter V - Perception and awareness of jobseekers regarding Employer Branded organisation - An analysis and interpretation – II.

Chapter VI - Summary of Findings, Suggestions and Conclusion – Scope for further Study - Summarises all the results obtained through statistical analysis to arrive at conclusions and to offer suggestions.