CHAPTER II
REVIEW OF LITERATURE

Employer Branding is considered as the most effective strategy that is fast gaining worldwide recognition and may act as a differentiating factor for the employer who uses it effectively.

INTRODUCTION

The term Employer Branding was first introduced in 1996 by Simon Barrow, in the journal of Brand Management which was the first academic paper published to "Test the application of brand management techniques to human resource management". Organisations need to predominantly focus upon Employer Branding to lure talented workforce and create awareness among jobseekers.

RELEVANCE OF LITERATURE

Many researchers have carried out experiments and have investigated the concept and origin of Employer Branding and its related key factors to attract and retain talent workforce in the organisation. The mechanism of Employer Branding is highly dependent on two important factors i.e., External Branding and Internal Branding.

The external and internal branding comprises of basis factors that make the concept of Employer Branding highly effective. Awareness level of High Calibre Employees and Job Seekers are routed through appropriate use of social media by organisations. Retaining them is magnetised through effective Employee Value Proposition, Employee Engagement and Intrinsic factors of employees about their life and organisation. Taking into consideration these factors, review of literature has been divided under these groups to put forth different perspectives undertaken by various scholars.

EXTERNAL BRANDING

Social Media is a platform which enables jobseekers to have a transparent vision about the organisation they seek job. Successful branding through social
media tools can create a great ‘shop window’ for what life is like working with the employer.

Johnson & Roberts (2006) reveal that, with the plenitude of job opportunities, organisations need to be attractive in order to retain potential employees or else they may not experience an adequate line-up of qualified job seekers due to self-selection. Aberdeen Group (2008) provides the roadmap for an organisation that desires to implement an effective talent acquisition program and a system for effective management of the program. Their sample size included 620 organisations, and a team of seniors in human resource management reveals that Best-In-Class performance organisations shared several common characteristics includes organisations having close collaboration between hiring managers and recruiters, usage of corporate website as a tool for showcasing the organisations culture and job opportunities. Casper van Geffen (2010) has defined and compared traditional and web 2.0 Employer Branding concepts which was applied by the 109 best Dutch employers. Company websites, company blogs and other digital media data were analyzed. The analysed data revealed were many of these professionals use Employer Branding practices in their job but they do not share the same understanding, practices or terms of what Employer Branding is all about. Malte Martensen, Kathrin Borgmann and Markus Bick (2011) probed in the likelihood of social networking websites changing the relationship among employees and between employer and employee. Online survey study found these social networking websites helps an employee to have a clear picture of what he requires about his job and thus solving and matching the expectation of the employers. Data security also plays a vital role in maintaining the confidential aspects about the candidate and also the employer.

Hanna Kuzmenkova, Sabrina Fedeli, Tatiana Dickmann Zhang Yingjiao and Rhea Senn (2012) did the investigation of employer brand in the logistic service provider Swisslog AG and how employer brand can affect the processes of employee attraction and retention. Internal environment was not found satisfactory. Past mergers and acquisitions led to a silo thinking, that affects culture and creates subcultures and became an obstacle for internal communication which could be
resolved by active external communication. Annick van Buren (2012) has explored the areas that attract organizations to Employer Branding concept. In-depth interviews with students with master’s degree revealed 88 attractiveness criteria that they perceive about an employer. The instrumental-symbolic framework was used for structuring the criteria and found that Facebook is not the right platform for organizations. LinkedIn and Twitter are social media platforms that organizations should use. Jonas Andersson and Robert (2012) found how information on a firm’s website presented with rich media testimonials enhances their perception as against poor media testimonials. Population of the study includes business students at Uppsala University. The study states that rich media employee testimonials embedded in a firm's website increase the perception of potential job-seekers about a firm in terms of both social value and identification with the firm. Patrick Kissel and Marion Buttgen (2015) found that social media gives employers a new communication channel for delivering job-related information and strengthens their brand image. The study further explored the substantial drivers of employer attractiveness in a social media context, such as information-seeking behavior, self-congruity with the employer and its employees, and corporate image. The result of the study states that self-congruity and information gathered from social media have no direct effects on perceived employer attractiveness and application intentions but are fully mediated by a powerful corporate image. Viktoria Redey and Klaudia Karwowski (2013) refer to the application of Employer Branding in social media and how these activities affect potential employees’ engagement. These have been analyzed on the basis of cognitive, emotional and behavioural dimensions using content analysis and correlation analysis. The sample size used for the study was 741 which include potential employees engaged in employer brand activities on social media. The result of the study indicated that social media as an effective channel for use in Employer Branding and employee engagement. Nostalgia was found to have an especially strong influence on potential employees’ engagement on the emotional dimension. Kaur Tavleen (2013) implies that social media helps organisation pool in more potential candidates in to the organisation. The study of Sivertzen Anne Mette, Ragnhild Nilsen Etty and H. Olafsen Anja (2013) relates to finding the importance of social media in corporate reputation and for candidates
applying for jobs including students at three higher education institutions in Norway. 366 responses showed the presence of a positive correlation between companies reputation with innovation value, psychological value, application value, and the use of social media positively relate to corporate reputation, which in turn is positively linked to the intentions to apply for a job. Psychological value, which is the strongest predictor, is also directly related to intentions to apply for a job. **Asha Nagendraa (2014)** took up the study of understanding the impact of social media on employee life cycle and the assessment of the paradigm shift in HR practices due to the use of social media. A survey of 100 employees of various IT and ITES companies and HR managers showed the Facebook and Wikipedia as the most visited sites by the respondents on the internet followed by YouTube, Naukri and monster. These aspects have been considered as reliable, easy to use, and interactive with active and passive candidates and trusted by employees as an upcoming platform for Employer Branding. **Iulia Kolesnicov (2014)** has made an analysis of the communication of Employer Branding through social media in generation Y context. The size of population was 334. Data was collected with the use of social network sites like LinkedIn, Facebook and monthly email newsletters. The study unfolded the interest of generation Y in other attributes in an ideal employer than other generations. Characteristics such as international opportunities, higher pay and advancement possibilities were found to have a better appeal than communicating the organizational culture. **Susannie kolle (2011)** has analysed the alignment existing between internal and external Employer Branding efforts, to find whether it is recommendable and to know the perception of potential and current employees’ on the employer brand of Novo Nordisk. The result showed Novo Nordisk having a strong external Employer Branding. A follow up and assessment of Employer Branding was recommended for securing continuous alignment. **Sandra Marie Herlung, Linn Mikkelborg, Morten Sars, Hanne Kristine Vederhus, Irina Zubchenko (2013)** took up the study to know the perception of Det Norske Veritas (DNV) as an attractive place to work. Social media platforms, the EBA role, motivation, and tasks, and DNV’s appearance in social media were the important aspects studied in the survey. The result revealed the feeling of most of the employees of DNV. EBA and social media usage did not responded well because of
the ignorance of the respondents about the concept of EBA and organisation participation in social media. Tanya Bondarouk (2013) explores the immediate future of Employer Branding through social media, as envisioned by academics and HR practitioners. Perception differed between the two groups, academics viewing it as general aspect of targeting the job seekers impacting the image of HR in the organisation whereas practitioners see it as the image and the visibility of the employers with their future as determined with regular updates in new social media in terms of recruitment. Azhuo Liu (2010) made an analysis of how R&D oriented companies is to attract talented females by leveraging efficient marketing communication. The result of the study reveals that potential employees and females jobseekers point out the requirement that an organisation should provide work life balance and a conducive work environment. Vivid information about the company information should be conveyed through company website. The focus of Hadil Taisier Al-Khatib (2012) was on the examination of the impact of leadership and Employer Branding on Corporate Social Responsibility (CSR) in the Governmental and Semi-Governmental entities in the Emirate of Abu Dhabi, United Arab Emirates (UAE). The analysis indicated the presence of a strong and positive correlation between Leadership, CSR, and Employer Brand. Sonal Jain (2013) implies that CSR has significant relationship with Employer Branding. Social recruiting survey (2014) conducted by Jobvite indicates the role played by social media for recruiters and benefit arising from improved time to hire candidates. The survey of 1855 deals with recruiting and human resource professionals spanning across industries depicting that 63% of recruiters expect increase in competition and therefore planned to invest more in social recruiting. But, till date, the recruiters find the best candidates through referrals, internal transfers, and direct sources. Firms should consider using rich media employee testimonials on their career websites as an alternative to the more commonly used poor media written descriptions.

Employer Branding through social media is not just delivering a message. It is an interaction between organisations, Employer Brand Ambassador (EBA) across geographical boundaries. The benefits of a consistent approach to branding on social media will not be seen overnight, but can assist implementation of tracking process from the outset so that organisations can assess the success of their strategy.
Job Seekers

Jobseekers’ perceive value for an organisation based on the information they obtain from potential employees and social media which enable active and passive candidates to have updated knowledge about the organisation and emphases organisations to know what they expect as new employees.

The study of Daniel M. Cable and Daniel B. Turban (2001) distinguishes the dimensions and sources of employer knowledge, how these information sources are processed by job seekers and how important these are considered as valuable assets to organizations. Realistic information hypothesis, longitudinal research and data collection strategy portray the knowledge of the job seeker. Employer image in attracting talent pool by transparency in organisation activities during organizational entry will lower the “reality shock” and turnover. Christopher J. Cynthia & Kay Stevens (2002) were able to foresee how positive exposure to four early recruitment related activities (publicity, sponsorships, word-of-mouth endorsements, and advertising) may affect the application decisions of engineering students. The implication of the study was that early recruitment-related activities were indirectly related to intentions to apply for the job and word-of-mouth publicity, sponsorships, recruitment advertising were particularly strong for the creation of employer brand image. Nalalie Emmarose (2006) took up the test of the factors related to prospective applicant’s impression at the pre-employment stage of recruitment and how this influences them in the choice of the organisation. Active job seekers of Queensland University of technology state that the image of the organisation plays a vital role in talent attraction. Tobias Keim and Tim Weitzel (2006) exposed the differences in employer's and job seeker's behaviour. The “success-oriented” candidates tend to attribute less importance to factors such as social engagement and parsimony, while “reclusive” candidate cluster shows characteristic patterns for factors like visiting new countries and cosmopolitanism. The “social- oriented” candidates are similar to the “reclusive” candidates concerning factors like the standard of living or financial security. However, they show a distinctive profile for factors such as social engagement, solving social conflicts and visiting new countries which are of high absolute and relative importance to this candidate.
Filip Lievens, Greet Van Hoye and Frederik Anseel (2007) utilised the instrumental, symbolic framework to study factors relating to both the employer image and the organizational identity of the Belgian army. Results showed both instrumental and symbolic perceived image dimensions predicted applicants’ attraction to the army. CareerBuilder survey (2008) had the objective of determining effective Employer Branding on talent attraction by Fortune hundred's best listed companies based on of the culture of each company and employee opinions to work in other unlisted companies. The Survey found that companies with strong EB attracted three and half times than other companies in the same industry and the success of attracting talent pool depends on ongoing employer brand development irrespective of economic conditions. Carolin Rekar Munro (2009) study was to examine the benefits of mentorship and the challenges and opportunities of Generation-Y engagement in the workplace. A survey of four hundred and fifty two Gen-Y HR practitioners across Canada from small, medium, and large organizations brought into focus the vital features of monitoring in the development of the competency for senior HR accountabilities and for understanding how HR fulfils strategic mandate that would enable the next generation understand whose leadership succeed globally. Daniel Roque and Gomes Jose Neves (2010) identified the constraints on Employer Branding for job seekers application behaviour. The study indicates a positive Employer Branding will reinforce job seekers intention to apply for vacancies when compared with neutral or negative Employer Branding. According to Dagmar Babcanova, Miroslav Babcan, and Eva Odlrova (2010) The “Influencers of Employment Choice Global Research Study” pointed out the very important factor in achieving Employer Branding objectives, which is to have a clearly defined brand strategy. Regarding the career seekers in the field of engineering, potential hires go in for companies that are innovative, produce exciting products and offer exciting services. Fabian Jintae Froese, Anne Vo and Tony C. Garrett's (2010) study examined why foreign companies do not attract local job seekers, illustrated by the case of Japanese and US companies in Vietnam. Symbolic images such as the technological development and images of people of a country predicted the attractiveness of foreign companies above and beyond instrumental images of job characteristics.
Amara Hussain Baloch and Sajid Hussain Awan (2011) investigated the impact of employer brand equity on effective talent recruitment in telecommunication companies of Pakistan. The results showed educational institutions having a partial mediating role between employer brand equity and effective talent recruitment and fresh graduates did not have any prioritised image of their employer in their minds indicating unawareness. Babar Yaqub (2011) deals with the perception of Rawalpindi and Islamabad University students on Employer Branding and different ways through which employers hire and manage the future talent. The findings indicated the relationship of Employer Branding talent management for organizational attractiveness. Awareness among the students plays an important role in identifying better career prospects. Davey Janet, Burtenshaw Emma, Fitz Patrick Mary, Haar Jarrod's (2011) purpose of the study was to identify the reason for personnel shortages and unmet recruitment targets in the Royal New Zealand Navy (RNZN) which focuses on the job-seeking university student segment of the potential recruit market. Analysis of 124 respondents showed their view point of the Navy as a bureaucratic, inflexible and strict organization and they held a traditional view of Navy values. Career prestige factors, such as representing one's country, leadership and working at sea were predicted to be a dominant factor to join the Navy. However, the students recognized only two of the Navy's three core themes in advertising. Rebecca Boyko (2011) made an analysis of the awareness level of company X among job seekers and explored that the respondents has less knowledge about this company. Laura Eronen's (2012) objective was to provide guidelines for companies to communicate to students and graduates about internal and recruitment markets and find out what attracts them at the announcements and keep them working for the company. Students and graduates appreciate job description, career possibilities and salary and benefit the most. The company needs to know the target group in order to attract them. Sutherland M.M, Torecelli. D.G, Karg.R.F's (2002) study established the knowledge relating to the employer for employees seeking a job and established the underlying factors which included career growth and challenging work opportunities as the most desired attributes. Word of mouth and/or current employees were seen as the most used to communication channels. Valentina Franca and Marko Pahor (2012) went
into the communication of the image of an employer to the job market through employer brand and influence pool of candidates who apply for that company. The outcome of the study shows that the size of the organisation, does not affect the selection of the employer of choice but the dimensions of Employer Branding does and varies from one organisation to that of the other. **Yoonkyung Hur (2012)** examined the perception of university students on three components of Employer Branding namely work environment, compensation benefits, and recruitment activities. The study also concludes that a service organization’s long-term success is determined by its employer brand image. It states work environment for hospitality and tourism industries among the other two components are considered vital to build a positive employer brand. **K.S.Vataliya, Malhar Trivedi (2012)** had a look at Employer Branding with reference to higher education sector in Bhavnagar city with special focus on M.J.College of Commerce among present employees of the organisation. The study showed the attributes for Employer Branding with positive effect on the branding level of the organization. In case of demographic influence on Employer Branding, no influence was found in case of gender and experience of the employees. **Pernille A. N.Eshoj (2012)** set out to examine how Employer Branding impacts the formation of the psychological contract among potential employees in the pre-employment phase and concluded that Employer Branding contributes to some extent to the formation of association. The size of the organisation, the media, marketing and word of mouth was additional factors forming associations as well.

**Chloe Guillot-Soulez, Sebastien Soulez (2013)** made an analysis of the preoccupations of young graduates from Generation Y. Response from 592 graduates brought to light the heterogeneity in expectations. Despite this the graduates prefer job security and relaxed work ambience. The results also showed that the internet as far from being the first medium used by generation Y digital natives’ graduates for the job search. **Frechette Julie, Bourhis Anne, Stachura Michal (2013)** identified that with global nursing shortage only the most attractive employers are able to recruit nurses to maintain high quality of care and ensure in positive patient outcomes. A survey of more than 600 nursing graduates in the Canadian Province of Quebec established the employer marketing strategies like
quality of care, type of work and compensation were enlisted. Among the factors quality of care gained significance. *Marino Bonaiuto, Stefano DeDominicis, Laura Illia, Belen Rodríguez-Canovas and G. Lizzani (2013)* identified employer brand attributes as particularly relevant for attracting talented people. Three studies were conducted with a sample of 493, 729 and 1605 recent graduates from Italian universities. The result indicates that the that the most idealized brand attributes are related to the employers’ ability to innovate, committed to social responsibility, values capability and knowledge, and a place offering different career paths. Among these factors the last three factors in particular have become more important in recent years. *Bhadra J.H. Arachchige, Alan Robertson (2013)* have discussed the key attributes to attract job seekers including undergraduates, final graduates students compared with MBA students having varying period of employment experience. The study revealed that social and personal aspects were considered to be of greater importance to experienced workers (MBA) than undergraduate students who give more importance for future career opportunities rather than structural organizational characteristics. *Vandana Madhav kumar (2013)* aimed at identifying the preferences of specific student segments for organizations, and work attributes from 263 students doing their post-graduation. The result of the study revealed that the preference of respondents for large private organizations because they are professionally managed, pay well and provide growth opportunities and, to some extent, government jobs since they provide job security over working for NGOs and local government. Work conditions and the nature of the work were ranked high and economic rewards were ranked low. As evident from the study youngsters want their work to be more interesting and satisfying.

Job seekers mind set has been a complete transformation from just accepting job for livelihood to demanding for job that is innovative, interesting and job that values their capability. The companies therefore face quite big challenges with regards to staffing. Not only should they make potential employees understand the organisation as a finest place to work, they must also make sure, that it is the best for success through the recruitment process. But this is not the end, the company must also retain the employees and make sure that the employees understand and commit
to the company goals. It is precise time for organisation to induce, attract and retain skilled human resource through various Employer Branding initiatives.

INTERNAL BRANDING

A strong employer brand should connect an organization’s values, people strategy and HR policies and be linked to the company brand. Internal branding focuses on perception of potential employees about their organisation. Attracting, training, developing, and retaining talented employees with the right skills needed in the company has become a key issue. This is especially because of the increasing competition in the market for labour, where skilled employees are in high demand. Thus employees are important for the business, because employee performance will influence the success of an organisation. The Conference Board (2001) examined the experience and practices of 137 leading companies, compared corporate and Employer Branding methods and suggested benchmarks for successful implementation of programs to engage employees through their brand, reflecting the fact that many Employer Branding initiatives were quite recent. Employer Branding uses aspects of corporate identity and reputation to achieve multiple objectives in human resources management. In 2003, an employer brand survey conducted by the Economist among a global panel of readers revealed a 61% level of awareness of the term "employer brand" among HR professionals and 41% among non-HR professionals. The first book on the subject was published in 2005, and the second in 2006. In 2008, Jackie Orme, the Director General of the UK Chartered Institute of Personnel Directors confirmed the growing status of discipline at the CIPD Annual Conference. With this observation it was said that Employer Branding was an integral to business strategy and resonates well beyond the doors of the HR department. Collins and Han (2004) examined the correlation between employer brand and recruiting quality applicant. The study indicated the effectiveness of Employer Branding in recruiting passive candidates and improves the candidate pool. Pierre Berthon and Michael Ewing (2005) identified and operationalise the components of employer attractiveness from the perspective of potential employees specifically by developing a scale for the measurement of employer attractiveness, having inductively developed a thirty two item in Employer Attractiveness scale.
The result identified the dimensions of employer attractiveness which in turn were likely to contribute to employment brand value. **Shusong, Zhang Yaomin, Zhou Erhua (2008)** studied the employer brand structure of universities with examination of the needs of students pursuing their doctor’s degree and found the brand structure was composed of three dimensionalities with compensation system, social influence and value proposition. These dimensionalities were found to provide a great impact on Employer Branding. **Knox’s (2010)** examined the aspects that make an organisation's employer brand attractive to its current employees through the lens of Social Identity Theory (SIT) done by conducting a comparative case study across four organisations and specified that attributes considered most attractive by employees were different between organisations. **N. Malati, Pratiksha Tiwari’s (2012)** study compares the employee branding practices of three top Information Technology companies. TCS, Infosys and Wipro and understand their similarity and dissimilarity with respect to various branding practices. The study identified that branding practices of TCS and Wipro as significantly different while Infosys had practices found in both the organizations. **Tamara Adlain's (2014)** purpose of the study was to find out how companies create awareness of employer brand. This was achieved by interviewing human resource influencers of fifteen companies in Canada. The result showed that the EB model could be split into two separate parts, internal and external. The internal employer brand strategy achieved the ultimate goal of creating brand resonance among current employees. Noticeable absence was the effort to project the positive employer brand externally.

Employer Branding is a tool that has been put forward to tackle competition and to build a strong brand competency, as it applies the long-term strategy of branding to the human resource tasks of attracting, recruiting and retaining the right employees. The main aim of Employer Branding is to establish a strengthened recruiting position on the labour market by increasing a company’s visibility and its differentiation from its competitors. Another goal is to continuously engage current employees and thereby ensuring their loyalty to the organization. In order to attain this, employer branding initiated Employee Value Proposition that reflects the value of an employee in an organisation and maintains their belief in the quality of their employer.
**Employee Value Proposition** is the balance of the rewards and benefits that are received by employees in return for their good performance at the workplace. Organizations generally develop an EVP to provide a consistent platform for employer brand communication and experience management. **Marjon Witting (2006)** studied the relationship between organizational identity, identification and organizational objectives among the employees of five municipalities in Netherland the study interprets that the managers of organisation should provide clear perceptive about the values of organisation. **Mervin Munusamy, Anitha Bosh Venter (2009)** found, in their analysis, the key retention factors of employees as their organisations' EVP, facilitated by human resources practitioners. **Lara Moroko (2009)** examined how Employer Branding is understood. Based on an investigation of Employer Branding processes in practice, the result depicts that market segmentation, providing a useful link between Employer Branding and broader strategic planning. **Ralf Wilden, Siegfried Gudergan, Ian Lings's (2010)** study focused on how Employer Branding benefits potential employees associated with employment with a particular company. Job seekers evaluate the attractiveness of employers based on any previous direct work experiences with the employer or in the sector, the clarity, credibility, and consistency of the potential employers’ brand signals, perceptions of the employers’ brand investments, and perceptions of the employers’ product. **Bjorn S.Ivens (2011)** had the objective to develop a scale for the measurement of employer brand dimensions. The outcome of the study establishes the dimensionality of employer brands, thereby helping the design of efficient employer value propositions that ensure the business success in the war to hire and retain the right talents. **Hasnizam Bin Shaari (2012)** attempted at linking the relationship of internal brand practices on employees brand citizenship and testing the role of employees brand commitment on the initial relationship. The population of the study included 288 employees from twelve hotels in Malaysia. The result showed the presence of significant relationship between brand leadership, brand rewards with brand citizenship and brand commitment. **Trupti A. Karkhanis (2014)** explored various dimensions of recruitment marketing offers that could result in the intentions to apply. The result of the study showed that employer brand value
proposition, company reputation and perceived job characteristics as impacting the applicant’s intentions to apply.

**Employee Engagement** is considered vital in understanding the relationship between an organization and its employees. An 'engaged employee' is one who is fully absorbed by and is enthusiastic about his/her work and so takes positive action to further the organisation's reputation and interests. An organization with 'high' employee engagement might therefore be expected to outperform those with 'low' employee engagement. **Towers Perrin (2005)** indicated that employee engagement creates effective impact in the minds of employees as this affects performance of employees. **Paul Poisat (2006)** identified the underlying drivers of employee engagement, approaches for measuring employee engagement and also strategies and models used by organisations for engaging employees and building a strong employer brand. A large size organisation gives more importance to employee engagement than a smaller organisation. **Brain Heger (2007)** Employee Value Proposition is considered vital in determining the best place to work. There is positive correlation between employee engagement and Employer Branding. Employee engagement is largely influenced by an organisation's EVP which also helps to motivating the firm's workforce actively engaging in decision making and management process. **Burwat, Telfer, Alexis (2008)** have examined that 'Best Company To Work For'(BCTWF) ranking and found a positive relationship with Employer Branding and employee engagement showed a positive relation to BCTWF ranking, while applicant attraction has no relation to awareness of BCTWF. **Ahmed Buholaiqah (2009)** tested the impact of a company's training program and their image (package, work environment etc.) on an applicant’s willingness to accept a job. Applicants seeking for job in a reputed organisation prefer package benefit whereas female employees accept job only with training. **V.Lale Tuzuner and Cenk Arsun Yuksel (2009)** determined the components of employer attractiveness from the perspective of potential employees and indicated the presence of challengers, integrators as two main clusters with different dimensions about the potential employer representing workplace flexibility, communicated brand identity and Employer Brand identity. **Assessment Company (2010)** stated the importance of Employer Branding not only in attracting a talent pool but also finding ways to
retain them. Hiring managers will not only have a good impact on employees but a greater one on the bottom line of the organisation. The other factors that help building strong Employer Branding are through word of mouth, social media, benefits like encouraging wholesome lifestyle habits, demonstrating concrete organisational values, regular communication with staff and providing feedback about their performance, health and productivity programme which will help to hold top talent. Kunerth. B & Mosley. R. (2011) did an international benchmark survey among 104 companies actively engaged in employer brand development. Positive correlation exists between employee brand management and employee engagement represent that employee engagement will enhance the levels of internal engagement and external reputation. Helm. S. (2011) identified the perception of the employee about their job and its impact on corporate reputation. The findings emphasized that healthy awareness about the organisation will lead to corporate reputation, and risk the managers could face to build reputation through internal branding which further enhance corporate reputation. Behnam Heshmati, Saied Mohamad Musavi Jed (2015) examined the relationship of psychological contract and employees' job engagement of the millennium generation and the impact of various generations. The results of the study indicated that psychological contract has the highest level of influence on the employees' job engagement while there is no strong relation between the various generations and the millennium generation with the psychological contract and job engagement. Ceridwyn King, Debra Grace (2012) examined the antecedents and relationship of employer brand commitment and brand citizenship behaviour. A quantitative research methodology was used. The findings indicated the presence of a significant positive effect between organisational socialisation and brand citizenship behaviour, but not with brand commitment. On the other hand, relationship orientation was found to have a significant positive effect on brand commitment, but not brand citizenship behaviour. Employee receptiveness was the only antecedent showing a strong positive effect on both brand commitment and brand citizenship behavior. Umit Alniacik, Ersan Cigerim, Kultigin Avcin, Orkun Bayram (2012) analysed the companies' perceived reputation, employee affective commitment and job satisfaction on turnover intention of employees. The result of the study reflected that
perceived organizational reputation of academic staff working in two state universities having a positive correlation with organizational commitment and job satisfaction and significant negative correlation with turnover intentions. Multiple regression analysis revealed that perceived corporate reputation has positive effect on turnover intentions. **Christofer Nilson, Josefin Nordgren's (2012)** purpose of the study was to find why and how storytelling was used in organisations external communication with their employer brand. The study demonstrate a prominent role played by storytelling in developing external branding and the best chance to attract right minded people to an organisation and create awareness for the cultural background of the organisation internally. **Evans Sokro (2012)** examined whether Employer Branding influence potential employee get attracted and retained in the organisation (banking sector in Ghana). Junior and senior employees revealed that employer brand had direct relationship with talent attraction and customer retention. **Muhammad Awais Memon, Nadir Ali Kolachi (2012)** took up the study of coherence between different functions of the organization, HR and Marketing in particular. Respondents of PTCL & Ufone in Telco brands and National bank and MCB in banking brands were taken for the study. Result of the study depicts that internal branding spread brand values, brand identification, brand commitment and brand loyalty. **Xiao Xiang, Zhong Zhan and Liu Yanling (2012)** the study was to analyse the logical relationship between Employer Branding and organization performance in China. The industry variable did not have a moderate effect due to market mechanism in China which is not ideal and are at risk to the policy and environment **Kucherov.D and Zavyalova.E (2012)** study emphasised on HRD system in the Companies with Employer Brand (CEBs) and in Companies Without Employer Brand (CWEBs). The study reveals that Employer Branding reduced employee turnover rate and increased employee loyalty. By comparing data from 113 companies across industries the study strongly supported that the Companies with Employer Brand gained a number of economic advantages. This leads to lower rates of staff turnover, higher rates of HR investments in training and development activities of employees and the active understanding of employees in the decision-making and management processes. **Affan Aijaz, S.Zulfiqar Ali Shah (2013)** study related to the impact of employee empowerment and employer brand and turnover
intention. Significant relationship exists between employee empowerment and
Employer Branding with turnover intention. Employees from different cultures
deserve empowerment and lack of such fulfilment will lead them to leave the
organisation. **Rita Bendaraviciene, Ricardas Krikstolaitis, Linas Turauskas**
(2013) pointed out employee perception on employment experience in higher
education institutions and identified specific features of employment experience.
The study indicated that work in academia is predominantly driven by interesting,
intellectually challenging work, attentive supervision and good relationships. But
higher education institutions faced lowering salaries, increasing work load and
occupational stress, and deepening culture of mistrust. **Piyachat, Kuntonbutr
Chanonkorn, Mechinda Pannisa** (2014) was instrumental in testing the
relationship among Employer Branding, employee engagement and discretionary
effort via the effect of employee expectation. Positive relationship exists between
Employer Branding and employee expectation, employee engagement and
discretionary efforts, Employer Branding and discretionary efforts, Employer
Branding and employee engagement. **Alpa Parmar** (2014) emphasised on the role
of HR in Employer Branding in public and private sectors with focus on new
avenues regarding role of HR in engaging people, learning and development as a
business partner. In this regard it is established that Private Sector Organization
should focus on people’s strategy and Public Sector Organization should focus more
on employees' consistent behaviour towards brand values. According to **Afreen
Khan** (2014) the general objective was to know about the employee engagement
programs designed by Aarong for different levels of employees. This included eight
employees of the HR and Training department. Result shows that this organisation
provides various employee engagement programs such as training, counselling
sessions, awareness sessions and workshops for its different employees. It was
found that non-financial incentives will have a positive attitude among the employer
and employee, improve their satisfaction level and were able to hire high skilled
employees in the organisation. **Ali Abbaas Albdour and Ikhlas I.Altarawneh**
(2014) examined the relationship between job engagement and organizational
commitment. Organizational commitment showed that frontline employees had high
job engagement. High level employees’ job engagement can meaningfully affect
employees’ continuance commitment. **Behrouz Lari Semnani, Rasool Sanavi Fard (2014)** aimed to identify Employer Branding theory in organisations and ascertain the influence of individual and organisational variables on Employer Branding. The results from path analysis showed that organization and individual values had significant influence on Employer Branding. **Employer Brand Institutes Global Research Study (2014)** relates to more than two thousand companies. The report shows that engaging the CEO and senior management in the benefits of Employer Branding was ranked high. Companies do not show a proper framework in using employer brand instead they use to build competitive advantage. **Irena Bakanauskiene, Lina Zalpyte, Justina Vaikasiene (2014)** made an exploration of employer’s attractiveness from the perspective of current employees in Lithuanian organizations and identified the matching of perceived expectations. The result of the study showed that with real experience. But a gap persisted with employees’ expectations regarding appraisal and recognition, respect for employee and encouraging creativity with real work experiences.

Although employee engagement is a builder of an employer brand, most try to build their employer brand as they would do consumer brand like urging executives and managers to “live the brand”. However, branding cannot be exclusively a top-down initiative. In many ways, employee branding must start with employee engagement at the team level. For organizations rebuilding employer brands in the wake of the current economic slowdown, work should begin with employee engagement.

**Employees Intrinsic Variables** like job satisfaction, willingness to work for the organisation, sense of pride to work for the organisation, commitment towards the job they perform builds credibility towards employer brand. The positive perception about the employer in the minds of employees will make them retain in the organisation. **Bhavna R Shetty & Rajashree Gujarathi (2013)** signify that positive attitude of the employee plays a important role in promoting brand commitment, brand loyalty and on-brand behaviour. **Mehdi Keramatpour, M.Omidvari, Mohammad Reza Sadoughi (2013)** analysed the effect of physical and psychological factors on Employer Branding. It was found that there is positive
impact on factors taken for the study. Employer Brand satisfaction, age, marital status do not possess any impact over employer brand satisfaction. Pim Hertogs (2011) focused on the knowledge of perceived brand strength on turnover intention, its effect on organisational identification and psychological contract violation. Examining these criteria’s indicated the presence of a positive relationship among identified factors. Perceived brand strength is particularly important in the beginning of an employment relationship, while turnover intention marks the beginning of the end of the employment relationship.

Mukesh Biswas, Damodar Suar (2013) studied how employee values affect Employer Branding. The population of the study consists of current employees and potential employees. The implication of employees’ interest, developmental and economic values affect Employer Branding. Matthijs Bal, Rein De Cooman & Stefan T. Mol (2013) observed the interrelations of the psychological contract with work engagement and turnover intention of Dutch MNC employees. It was also found that lower turnover intention employees are in low tenure job and higher for those with high tenure jobs. Simone Hochegger (2012) purpose of the study was to identify and measure the components of external perception of Employer Branding. Sample size of the study was 347. Factor analysis revealed that employer brand image, employer brand trust and employer preference are effective measurement tools for Employer Branding. According to talentsmoothie Employee Value Proposition (EVP) in an organisation includes attraction and retention of key talent, prioritises the HR agenda, creates a strong people brand, re-engages a disenchanted workforce and reduces hire premiums. Only if EVP of an organization really matches employee expectation there is high possibility of win-win situation. An employer can then count on motivated, committed employees who will go the extra mile while the employees will experience their job as meaningful.

There are many studies based on Employer Branding pertaining to developed countries, whereas the same is not available in developing countries. Studies relating to perception of high caliber employees and jobseekers on Employer Branding, their social media usage to develop their brand image in developing countries still remain unknown. Based on this premise, this study examines the perception of high calibre employees and jobseekers on Employer Branding and its influence to retain the workforce of IT and ITES companies in Chennai.