CHAPTER VI
FINDINGS

Employer Branding is an imperative venture adopted by top notch companies to build their brand image and retain their employees. This shift of focus of employer branded organisations in retaining High Calibre Employees has resulted in candidates applying for such organisations.

The following findings and conclusion have been focused from the analysis of the data from earlier chapters. The empirical study revealed the following findings.

FINDINGS PERTAINING TO OBJECTIVE 1

- From the sample unit taken for the study it is found that 69.667% Career Loyalists strongly agree for Progressive opportunity, Standard perquisites, Work Enhancers and Payout Boosters. 21.97% employees are Company Loyalists strongly agree for Progressive Opportunity moderately agrees for Standard Perquisites, Work Enhancers, and Payout Boosters. 8.415% employees are Disgruntled Employees who moderately agree for Work Enhancers they strongly disagree for Progressive Opportunity, Standard Perquisites and Payout Boosters.

- There is a deep association between reason to be in employer branded organisation and different perceptions of Career Loyalists, Company Loyalists, and Disgruntled Employees. From the above associated High Calibre Employees of employer branded organisation.

  - 73.6% Career Loyalists are familiar with the concept of Employer Branding.
  - 67% Company Loyalists revealed that they are working in their dream company.
  - 66.9% of Career Loyalists perceives that size of the organisation do not determine Employer Brand.
  - 41.9% Disgruntled Employees said that small and medium size company will attract them to consider it as prospective employer.
  - 73.3% of Career Loyalists recommends their organisation as ideal place to work.
There is a deep association between reason to be in employer branded organisation and social media usage. Among the employees of employer branded organisation taken for the study

- 81.2% Company Loyalists use social media to learn about employer branded companies.
- 60.7% Career Loyalists share information regarding job opportunity in their organisation using professional networks.
- 39.3% Company Loyalists revealed that organisation educate employees to be online advocates.
- Only 19.9% Career Loyalists said that Instagram is used in their organisation.

There is a deep association between the reason to be in employer branded organisation and social media activity of employer that displeases them. From the related variables

- 53.7% Career Loyalists reveal that organisation uses social media to sell rather than engaging them.
- 53.6% Company Loyalists make applications for job mainly to gauge their position with talent pool outside the organisation.
- 32.6% Disgruntled Employees reveal that most of the organisations do not advertise their vacancies through social media.

There is a deep association between reason to be in employer branded organisation and social media usage for job search. Associated variables reveal that

- 64.3% Company Loyalists believed that social media activity will have some influence on their decision to apply for job.
- 69.8% of Disgruntled Employees perceive that strong external branding is the major reason for the employer brand to be developed.
- 81.7% of Career Loyalists perceives that internal branding are reasons for employer brand development.
The common social and professional websites used by employees of employer branded organisation comprised of 65.1% of **Disgruntled Employees using LinkedIn**, 35.7% **Career Loyalists use Facebook** and 25.9% **Company Loyalists use Twitter**.

- Awareness level of High Calibre Employees identifies three predominant factors such as Corporate Acquaintance, Market Knowledge, and Corporate Conscience. It is found that the awareness of reputed organisations is thoroughly explored by the degree of Corporate Acquaintance.

- It is found that awareness level of High Calibre Employees channelled through Market Knowledge and Corporate Acquaintance influences the factors of Progressive Opportunity of other reputed employer brands.

- The research revealed that awareness level through Corporate Acquaintance, Market Knowledge, and Corporate Conscience influence High Calibre Employees to set a benchmark on the factor of Standard Perquisites relating to other prominent organisations.

- Corporate Conscience of reputed employers conveys a positive impression about the organisation and hence influence factors of Work Enhancers and Payout Boosters as this would develop trust over the brand.

**FINDINGS PERTAINING TO OBJECTIVE 2**

- The research revealed that factors of Management Governance and their Apparent Vision influence the factors of Progressive Opportunity of an employee.

- It is found that effective Employee Value Proposition provided in the organisation influences High Calibre Employees' factor of Standard Perquisites, Work Enhancers, and Payout Boosters. This acts as a morale booster and generates good impression about the organisation, both internally and externally.

- It is found that effective Employee Feedback will productively engage employees and positively influence the factors of Progressive Opportunities, Standard Perquisites, and Payout Boosters.
It is revealed that employee autonomy will influence factors of work enhancement as this will help them to come up with new innovative ideas and have an intense desire to stay in the organisation and help businesses succeed.

FINDINGS PERTAINING TO OBJECTIVE 3

- It is found that High Calibre Employees having Organisational Commitment, Contented Life and Emotional Paradox influence Progressive Opportunity of an employee in their career and displeased employees will be influenced by Exit Proclamation.
- The research establishes that employees having Contented Life, Emotional Paradox and Exit Proclamation about their job and organisation influences Standard Perquisites provided by the organisation. Strong internal measurement regarding their perquisites structure has to be organised to retain talents. Employees having inclination for Exit Proclamation influence Payout Boosters provided by the organisation.

FINDINGS PERTAINING TO OBJECTIVE 4

- Among the High Calibre Employees taken for the study 77.5% are from IT sector and remaining 22.5% are from ITES Company, 65.9% of the employees are male and 33.9% are female employees, 65.9% are married employees and 34.1% are unmarried employees and 54.4% are in age group of 21-30. 39.5% are in the age group of 31-40 and only 6.1% are in the age group of 41-50.
- It is obvious that 37.2% High Calibre Employees of the study are working in IT and ITES companies having 5-10 years of experience. 31.3% are having 1-5 years of experience. 23.3% are having 10-15 years of experience and 4.1% of employees have below one year experience and remaining 4.1% employees are above 15 years of experience. Among High Calibre Employees intention to stay in the same organisation, 42.3% like to stay 5 years or longer in the same organisation, 27.4% are wish to stay for 3-4 years, 22.5% have planned to stay for 1-2 years, 5.7% are intended to stay for less than 1 year and only 2.2% are intended to stay till retirement.
It is found that 57.9% of the employees are postgraduates. 33.3% are graduates and 8.8% are professional degree holders, 55.4% are working in EB organisation having above 10,000 employees in their workplace. 35.6% are working in EB organisation having 5000-10,000 employees in their workplace. 5.1% are working in EB organisation having 1000-5000 employees and only 3.9% are working in organisation having 500-1000 employees in their workplace and it is revealed that 80.6% employees are working for 40-49 hours per week. 14.3% employees are working for 50-59 hours.

It is found that Human Resource Department is ranked first, Employees second, Senior Leaders third, Chief Executive Officer fourth and Board of Directors fifth as employer brand developers. It implies that High Calibre Employees perceive that Human Resource Department and Employees are the important developers of employer brand.

It is found that ITES employees strongly agree for Corporate Acquaintance, Corporate Conscience, Progressive Opportunity, Standard Perquisites, Apparent Vision, Collegial Environment and IT employees strongly agree for Payout booster, Growth opportunity, Employee Autonomy, and Exit Proclamation. IT employees are more work centric rather than ITES employees.

Female employees strongly agree for Progressive Opportunity, Payout Booster, Management Governance, Apparent Vision, Collegial Environment, and Organisational Commitment. Female employees are more future oriented than their counterparts.

It is found that married employees strongly agree for Corporate Acquaintance, Market Knowledge, Standard Perquisites, Work Enhancers, and unmarried employees strongly agree for Payout booster, Exit Proclamation. Unmarried employees have more inclination to exit as they have no strings attached.

Employees in the age group 31-40 strongly agree for Market Knowledge, Standard Perquisites, Apparent Vision, Collegial Environment, Employee Feedback, Organisational Commitment, 41-50 years strongly agree for Work Enhancer, Growth Opportunity and Exit Proclamation and employees of 21-30
are attracted toward activities of organisation and hence strongly agree for Corporate Conscience.

- By taking the relevance structure in to consideration the following results have been categorised. Employees having 10-15 years of experience strongly agree for factors of Corporate Conscience, Contented Life, Emotional Paradox, and Exit Proclamation. Employees with above 15 years of experience strongly agree for Employee Feedback, Employee Autonomy, and Apparent Vision. Employees with experience 1-5 years strongly agree for Payout Booster, and employees less than 1year experience employees strongly agree for Management Governance, Employee Feedback, and Organisational Commitment. 5-10 years strongly agree for Collegial Environment. Employees who have around a year of experience are more committed to organisation than higher experienced employees.

- Those employees planned to stay till retirement strongly agree for Corporate Acquaintance, Corporate Conscience, Progressive Opportunity, Management Governance, Apparent Vision, Collegial Environment, Organisational Commitment, and Emotional Paradox. Employees, who intend to stay 5 years or longer, strongly agree for Market knowledge, Standard Perquisites, Apparent Vision, and Employee Autonomy. Employees who intend to stay for 1- 2 years strongly agree to Growth Opportunity, Employee Feedback. Employees, who intend to stay below 1year, strongly agree for Contented Life. If the work does not provide Work Life Balance they strongly agree for Exit Proclamation.

- Under Graduates taken for the study strongly agree for Standard Perquisites, Payout Booster and Exit Proclamation. Professional degree holders strongly agree for Management Governance and Post graduate employees strongly agree for Emotional Paradox. Post graduate employees Emotional Paradox creates a sense of instability which could be resolved by educating them on the prospects ahead of them.
Employees working in an organisation than has 500-1000 employees in their work place strongly agree for Market knowledge, Progressive Opportunity, Work Enhancers, and Employee Autonomy. Employees working in an organisation than has 1000-5000 employees strongly agree for Standard perquisites, Payout Booster, Management Governance, Apparent Vision, Collegial Environment, Employee Feedback, Emotional Paradox, and Exit Proclamation. Employees’ preference to move out accelerates when their labour strength falls within 1000-5000 employees.

Employees working for less than 40 hours strongly agree for the factors of Market knowledge, Standard Perquisites, Work Enhancers, Management Governance, Employee Feedback, and Employee Autonomy. Employees working for 40-49 hours strongly agree for factors of Progressive Opportunity and Employees working for 50-59 hours strongly agree for Corporate Acquaintance and Collegial Environment. Employees who work for longer hours require a conducive work environment to overcome stress.

FINDINGS PERTAINING TO OBJECTIVE 5

It is found that

- 27.68% are Active Jobseekers in the sample unit
  - Strongly agree for Career Launchers, Career Ignition, and Job Stimulator.
  - Moderately agree for Compatible Workplace and Illustrious Work Status.
  - Disagree for Copious Potentials.

- 45.04%. Passive Jobseekers of the sample unit moderately agree for Career Launchers, Career Ignition, Job Stimulator, Compatible Workplace, Illustrious Work Status, and Copious Potentials.

- 27.27% Super Passive Jobseekers of the sample unit
  - Moderately agree for Career Launchers, Career Ignition, Job Stimulator
  - They strongly disagree for Compatible Workplace and Illustrious Work Status and Copious Potentials.
There is a deep association between the reasons to join an employer branded organisation. Different perceptions of Active Jobseekers, Passive Jobseekers and Super Passive Jobseekers about employer brand are given below

- 55% Passive Jobseekers are familiar with the concept of Employer Branding.
- 44% Active Jobseekers agree that the size of a company determines the efficiency of an employer to handle large number of workforce.
- 61.5% Passive Jobseekers perceive that small and medium sized companies also have employer brand.
- 60.1% Passive Jobseekers are influenced by information from employee testimonials on social media.
- 79.1% Active Jobseekers feel that employer brand development is for building strong external image about the organisation.
- 94% Passive Jobseekers accept that that employer brand development leads to improved organisational performance.

There is a deep association between the reason to join an employer branded organisation and their aspirations.

- 24.6% Active Jobseekers and 45% of Passive Jobseekers have a dream company to work in their life time.
- 6.8% Super Passive Jobseekers wish to change their job and industry.
- 44.8% Active Jobseekers like to apply for top branded companies.

There is a deep association between the reason to join an employer branded organisation and the reason for not applying to top brands

- 39% Passive Jobseekers state that they are not aware of job opportunities in employer branded organisation through social media.
- 17.4% Super Passive Jobseekers accept that they lack experience to apply for top branded companies.

There is a deep association between the reason to join an employer branded organisation and social media usage as a glassdoor and found
• 73.9% Active Jobseekers use social media to learn about employer branded organisations.

• 37.9% Super Passive Jobseekers observed that an employers' social media usage is used mainly to broadcast their brand image than engaging them.

• 47.2% Passive Jobseekers perceive that employers do not respond to comments given by jobseekers about employer branded organisation through social media.

• 53.7% Passive Jobseekers feel that employers are not sufficiently engaging with their followers.

• 34.9% Passive Jobseekers state that social media activities have some influence on them to apply for a job.

FINDINGS PERTAINING TO OBJECTIVE 6

❖ Awareness levels of jobseekers are identified by three leading factors such as Market Knowledge, Corporate Acquaintance, and Corporate Conscience. It is found that the awareness about an employer branded organisation is meticulously explored by the degree of Market Knowledge.

❖ It is found that jobseekers' awareness level regarding employer branded organisation is gathered through Corporate Acquaintance and Corporate Conscience. This influences them to know about the prospects of career launchers that the jobseekers could acquire when they seek job in that organisation.

❖ Awareness from Market Knowledge and Corporate Conscience provide transparent image about the organisation to jobseekers and hence influences them to gather information about factors of Career Ignition and Copious Potentials.

❖ Awareness about an employer branded organisation is widened through Market Knowledge and Corporate Acquaintance. This influences jobseekers to know more about factors of Job Stimulators.
Corporate acquaintances are those who have a positive association with employer brands consistently. They influence jobseekers to gather information relating to factors of Compatible Workplace and Illustrious Work Status.

FINDINGS PERTAINING TO OBJECTIVE 7

- It is found that among job seekers taken for the study 53.5% are final year graduate students, 25.8% are from ITES companies, 20.7% are from IT. 60.3% are female and 39.2% are male. 73.8% are unmarried and 26.2% are married. 44.8% are in the age group of 21-30, 40.1% are in age group of 18-20, and 15.1% are in age group of 31-40.

- It is clear that among jobseekers working in IT and ITES companies, 54% are having 5-10 years of experience, 38.1% are having 1-5 years of experience, and 8% are having more than 15 years of experience. Out of the total jobseekers taken for the study, 38.2% of jobseekers intend to stay in an organisation for 1-2 years, 34.1% are intend to stay for 5 years or longer, 20.9% are intend to stay for 3-4 years and 6.8% intend to stay for less than a year.

- It is found that 78.5% of the job seekers are undergraduates, 14.7% are postgraduates, and 6.8% are professional degree holders. 54.1% are arts and science graduates, 35.5% are engineering graduates and 10.3% are business management degree holders.

- From the sample unit of jobseekers working in IT and ITES companies, 50.4% are working in an organisation having less than 500 employees, 28.3% are working in organisation holding 500-1000, and 10.6% are working in organisation with more than 1000 employees. Remaining 258 students are final year graduates seeking job. 44% of jobseekers prefer to work for 40-49 hours per week, 39.7% prefer to work for 50-59 hours, and 16.3% like to work for less than 40 hours per week. This implies that majority of the population are ready to work for longer hours.

- It is found that Chief Executive Officer ranked first, Employees ranked second, Human Resource Department ranked third, senior leaders fourth, and Board of Directors fifth as employer brand developers. It implies that jobseekers perceive
that Chief Executive Officer and employees are the important developers of employer brand.

- It is found that IT employees strongly agree for Career Launchers, Career Ignition, Job Stimulators, Illustrious Work Status, Market Knowledge, and Corporate Conscience. ITES employees strongly agree for Compatible Workplace, Copious Potentials, and Corporate Acquaintance. IT employees are aware of employer branded organisation through Market Knowledge and ITES employees are aware from Corporate Acquaintance.

- It is found that male employees strongly agree for Career Launchers, Career Ignition, Job Stimulators, Illustrious Work status, Market Knowledge and Corporate Conscience. Male jobseekers awareness is higher regarding employer branded organisation.

- It is found that married employees strongly agree for career Launchers, Career Ignition, Compatible Workplace, Illustrious Work Status, Copious Potentials, Market Knowledge, Corporate Conscience and unmarried jobseekers strongly agree for Job Stimulators. Married jobseekers have more expectation as against unmarried.

- It is found that jobseekers of the age group 31-40 strongly agree for Career Launchers, Job Stimulators, Illustrious Work Status, Market Knowledge, Corporate Acquaintance, and Corporate Conscience. Jobseekers of the age group 21-30 strongly agree for career ignition and Copious Potentials. 31-40 years of jobseekers are more aware and desire to work in employer branded organisation.

- It is found that jobseekers with 10-15 years of experience strongly agree for Career Launchers, Illustrious Work Status, and Corporate Acquaintance. Jobseekers with 1-5 years of experience strongly agree for Career Ignition, Job Stimulators, Copious Potentials, and Corporate Conscience. Jobseekers with 5-10 years of experience strongly agree for Compatible Workplace and Market Knowledge.
It is found that jobseekers who intend to stay 5 years or longer in the same organisation strongly agree for Career Launchers, Job Stimulators, Market Knowledge, and Corporate Conscience. Jobseekers who intend to stay for less than a 1 strongly agree for Career Ignition. Jobseekers who intend to stay for 3-4 years strongly agree for Compatible Workplace and Corporate Acquaintance.

Professional degree holders strongly agree for Career Launchers, Job Stimulators, and Illustrious Work Status. Post graduates strongly agree for Career Ignition, Compatible Workplace, Copious Potentials, Market Knowledge, and Corporate Conscience. Professorial degree holders have a planned perception about the effect of joining employer branded organisation.

It is found that jobseekers who possess a business management degree as branch of study strongly agree for career Launchers, Compatible Workplace, Copious Potentials and Corporate Conscience. Jobseekers with branch of study as engineering strongly agree for Career Ignition, Market Knowledge, and Corporate Acquaintance. Jobseekers from engineering branch have an edge over other jobseekers.

It is found that jobseekers from an organisation having 500-1000 employees strongly agree for Career Launchers, Copious Potentials, and Market Knowledge. Jobseekers from an organisation having less than 500 employees strongly agree for Career Ignition, Job Stimulators, and Corporate Conscience.

It is revealed that jobseekers who prefer to work less than 40 hours strongly agree for Career Launchers, Copious Potentials, and Corporate Conscience. Jobseekers who prefer to work 40 to 49hrs strongly agree for Job Stimulators and Corporate Acquaintance. Jobseekers who wish to work for 40-49 hours have a clear understanding of Employer Branding as they gather information from Corporate Acquaintance.
SUGGESTIONS

♦ Since the finding shows the acceleration of social media has an impact on the awareness of High Calibre Employees and Jobseekers, it is suggested that effective employer social media activity will improve the organisations' image positively.

♦ Information should be thrown open to High Calibre employees without any restrictions, as their concentration is more on their job rather than on prospective employer brands.

♦ Employer branded organisation can create a strong impact by using Instagram to lure potential candidates.

♦ Eventhough High Calibre Employees and Jobseekers perceive that small and medium sized company has employer brand, but it becomes a herculean task for these companies to invest and to reach a desirable level.

♦ Strong emphasis is laid on the continuity implementation of Employee Value Proposition, in retaining top talents, as they act as brand ambassadors.

♦ Based on information from employees and organizations’ social responsible activity makes the jobseekers perceive the company as top employer brand. Hence it becomes imperative to create goodwill.

♦ An organisation should balance the number of employees with the interest of them in mind to be considered as a good organisation.

♦ Organisations' storytelling should be a regular feature. These boosts the image in the minds of employees making them feel they have also contributed for the same.

♦ Regular updates about the organisation in its websites and employee testimonials will create a powerful brand image.

♦ Educating undergraduates of the benefits of working in an employer branded organisation will make them realise their dreams of climbing the corporate ladder through these esteemed organisations.
CONCLUSION

This study provides an in-depth knowledge of the changing scenario where employees who never entertained the option of quitting an organisation in search of better prospects, are now choosing between their personal interest and company’s interest. Although, the employers have a vast pool of talent to recruit from, they have to be wary of the employees’ loyalty. Loyalty towards the organisation should be appreciated. The employees who choose the company interest are more loyal towards the organisation. To attract a loyal workforce employer should become aware of the concept of Employer Branding. Employer Branding is considered vital not only from the perspective of an employer but also the employee. The study brings out many inferences about talent attraction and retention that could not only help the employer to get the right person for the right job but also help the employees to be fully satisfied.

This study has identified two main categories of employees namely career loyalists and company loyalists. Companies, to retain its employees must focus on the group of employees categorised as company loyalists in contrast to career loyalists as the former will remain in the company for a longer period. Since, their basic needs such as working for a good company and having progressive job opportunities are fulfilled they will be happy and contended and will continue to stay. Apart from this, they will also act as the company’s ambassador on their own accord. Thus the impact of Employer Branding on Talent retention is higher on the company loyalist.

According to the study, the company which wants to hire employees of another company must focus on the category called passive jobseekers who are difficult to poach from the other companies. These passive jobseekers concentrate more on the company’s branding. Therefore, steps must be taken to lure them through practices of strong Employer Branding. The study also suggests that the companies, who are recruiting freshers or final year graduates, should focus on the super passive category, as they will slowly move into the passive category, transforming them as a company loyalist.
The study brings out a link between career loyalists and active Jobseekers as they both do not have an inclination towards the company’s brand and are more career oriented. The study also throws light on a vicious circle being formed when active jobseekers moves to another company. This newly recruited employee who is a career loyalist, immediately starts his/her job hunt turning into an active jobseeker in the present company. It is suggested that the employers should avoid recruiting these active jobseekers as they tend to move on quickly. Similarly, a virtuous circle is being formed when passive jobseekers are recruited. These passive jobseekers, upon recruitment, become company loyalists who attract prospective passive jobseekers.

Recruiting passive jobseekers offers the following benefits to the company. Firstly, it is cost effective as the resources invested in training and developments of the employees are always retained in company. Secondly, the attrition rate falls as the passive jobseekers continue to stay with the company for a longer period, at times till retirement also. Thirdly, Company is benefited by the word of mouth advertisement given by the contended employees, thereby enhancing the status of the company. Fourthly, the company’s work environment is made known to the world through the contended employees’ social media activities and Instagram posts, this in turn will peak the interest of jobseekers.

Current branding and image projection techniques of organisations to build a brand presence on social media are luring in more jobseekers to apply to the company. The study has also identified few gaps that are hindering the organisation from attracting all the potential candidates. Most jobseekers are actively looking for job opportunities in social networks rather than professional networks. Also, most jobseekers feel left out when the organisation does not respond to them and engage with them, this unintentionally left out pool of candidates form a large percentage of prospective employees. Hence, by engaging with all the social media followers and responding to all queries and comments, a large faction of prospective employees can be lured. Also, by posting job opportunity on both social and professional network sites large percentage of candidates will get to know the vacancies in the
organisations. This pool of candidates largely consists of passive and super passive jobseekers know about who are the key talents to be attracted.

Citing an observation from the study, it is found that female employees are more prone to be a company loyalist. Likewise, a married, middle aged man, in the IT industry is more prone to be a passive jobseeker. Further in-depth classification of these demographics can be carried out in future studies. This could be an eye opener for the Human Resource Department to see how they can induct passive jobseekers. Specification of demographic factors is subject to limitation as perception may vary based on individual traits, family commitments, zeal, cultural impact etc.

From the study, the benefits of hiring a passive jobseeker and the drawbacks of hiring an active jobseeker are brought out. Employer’s image also builds the goodwill of the organisation which would increase its net worth. The advantages of hiring a stable workforce should be understood by the employers and they should ensure that employees are treated as real assets of the organisation.

The study has made it immensely clear that Employer Branding is gaining momentum and is progressing into a stage where it will be a Benchmark. As reality hits, it will become imperative for all types of business houses, whether big or small to enrich their brand, so as to maintain their present position or to elevate to the next level. Talent Retention and Talent Attraction should be the two horses that every company has to ride on to win the race with a photo finish.

SCOPE FOR FUTURE RESEARCH

The study gives scope for future work on how a comparison can be undertaken by Employer Branding on Public and Private Organisations. Since the study has brought out the significance and demographic details of Passive Jobseekers, Future study could be on identifying the impact of these divisions and further classification and grouping of the demographics. Future study can also focus on how an organisation should build strategies to pull in such workforce. The concentration was on IT and ITES, whereas, the larger rural economy, inclusive of restaurants,
retail stores and its low cost labour could be topics relevant for future studies. The larger rural economy is gaining momentum due to the outsourcing done by major industries to different areas where labour is cheap.