

THE ROLE OF EMPLOYER BRANDING SHAPING THE FUTURE WORKPLACE

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ABSTRACT

This paper investigates the role of employer branding in shaping the future workplace, focusing on its impact on employee satisfaction, engagement, retention, and attraction of top talent. The objectives were to examine the relationship between employer branding and these outcomes, assess top management's perceptions of employer branding, and explore the factors influencing the future workplace. A mixed-methods approach was employed, including surveys administered to employees and top management within a specific organizational context. The findings indicate a significant positive relationship between employer branding and employee satisfaction, engagement, and retention. Moreover, top management recognized the importance of employer branding in shaping the future workplace. The study highlights the significance of employer branding in influencing key organizational outcomes and provides insights into the perceptions of employees and top management. However, limitations such as the specific context, self-reported data, and the cross-sectional design should be considered. Future research should address these limitations and explore other stakeholders' perspectives and potential moderating factors. This study contributes to the growing body of knowledge on employer branding and its implications for the future workplace.

Keywords: Employer branding, Future workplace, Employee satisfaction, Employee Engagement, Talent attraction

Introduction

In today's rapidly evolving business landscape, employer branding has become increasingly vital in shaping the future workplace. Employer branding refers to the strategies and activities undertaken by organizations to establish a positive and compelling image as an employer of choice. It encompasses a company's reputation, culture, values, and overall perception as an attractive workplace for current and prospective employees. As the competition for top talent intensifies and the expectations of employees continue to evolve, effective employer branding is crucial for organizations to attract, engage, and retain skilled individuals.

Several significant trends and shifts, including the rise of remote work, the increasing importance of diversity and inclusion, the growing influence of technology, and the changing expectations of emerging generations, shape the future workplace. In this context, employer branding is central to creating a work environment that aligns with these evolving dynamics and fosters employee satisfaction, productivity, and loyalty.

One of the primary ways employer branding shapes the future workplace is by attracting and retaining high-quality talent. Organizations must differentiate themselves in a competitive job market to attract skilled individuals who can drive innovation, growth, and success. A strong employer brand acts as a magnet, appealing to top candidates who seek financial rewards and a fulfilling work experience, a positive company culture, and opportunities for career development. By effectively communicating their unique value proposition, organizations can cultivate a strong employer brand that stands out among their competitors and entices talented individuals to join their workforce.

Moreover, employer branding influences employee engagement and satisfaction, critical factors shaping the future workplace. Engaged employees are more likely to be motivated, productive, and committed to their organizations. A well-defined employer brand that resonates with employees' values, aspirations, and career goals creates a sense of belonging and purpose, fostering a positive work environment where individuals can thrive. This, in turn, enhances retention rates, reduces turnover costs, and cultivates a culture of loyalty and advocacy, attracting even more top talent to the organization.

Thus, the role of employer branding in shaping the future workplace cannot be overstated. As organizations adapt to the changing dynamics of the business landscape, a compelling employer brand becomes a powerful tool for attracting, engaging, and retaining skilled individuals. By embracing employer branding strategies that align with the expectations and aspirations of employees, organizations can create a workplace that fosters innovation, productivity, and long-term success.

Benefits of Strong Employer Branding

Strong employer branding offers several benefits, including attracting top talent, increasing employee engagement, enhancing retention rates, improving company culture, fostering brand advocacy, and providing a competitive advantage. A compelling employer brand helps organizations attract high-quality candidates, engage and motivate employees, reduce turnover, shape positive company culture, and build a reputable image. These advantages contribute to the organization's success by attracting talent, fostering employee loyalty, and positively influencing customer perception.

Value of employer branding

Employer branding provides significant value to organizations in attracting top talent, increasing employee engagement and productivity, reducing turnover, enhancing reputation and brand image, and generating cost savings. A strong employer brand helps organizations stand out as an employer of choice, attracting high-quality candidates who can drive innovation and success. Engaged employees foster a positive work culture and contribute to higher productivity. Retaining skilled employees reduces turnover costs and ensures stability. A positive employer brand enhances the organization's reputation and can attract customers and business partners. Lastly, investing in employer branding can result in cost savings through reduced recruitment and training expenses.

Build an Employer Brand (Employer Branding Strategy)

To build a compelling employer brand, define your unique Employer Value Proposition (EVP) and research your current brand perception. Develop a compelling brand story that aligns with your values and resonates with your target audience. Ensure internal practices align with your brand promises and enhance the candidate experience throughout the recruitment process. Leverage digital platforms to amplify your brand message and encourage employee advocacy. Foster a culture of employee engagement and continuously measure the impact of your employer branding efforts. Adjust based on feedback and data to strengthen your brand over time. Remember, building a strong employer brand is an ongoing process that requires consistent effort and a focus on delivering an exceptional employee experience.

Employer Branding Ideas

There are many employer branding ideas to enhance your organization's reputation and attract top talent. Encourage employee testimonials and success stories to showcase authentic experiences and engage potential candidates. Host employer branding events to provide a first-hand experience of your culture and values. Prioritize employee well-being and work-life balance initiatives, highlighting them as part of your employer brand. Establish thought leadership by encouraging employees to share expertise through various channels and participate in industry events. These strategies help create a positive brand image and attract candidates who value employee experiences and growth opportunities.

Literature Review

Backhaus, Tikoo (2004), in this article, explores the concept of employer branding and provides insights into its theoretical foundations. It discusses various dimensions of employer branding and emphasizes the importance of aligning branding strategies with organizational goals. The authors provide a comprehensive framework for conceptualizing and researching employer branding, offering valuable guidance for organizations seeking to shape their future workplace through effective employer branding. Klaus, Maklan (2011) specifically focuses on customer experience; it highlights the relevance of employer branding in shaping employee experiences. It emphasizes the interconnectedness of customer and employee experiences, suggesting that organizations with strong employer brands provide better customer experiences. This article highlights the importance of employer branding in creating a positive workplace environment that positively impacts both employees and customers.

Reimann, Schilke & Thomas (2010) in the study investigates the drivers and outcomes of employer branding and explores the role of brand image in shaping the future workplace. It highlights the significance of brand image in attracting and retaining talent and the impact of employer branding on employee attitudes and behaviours. The research findings provide insights into the relationship between employer branding, brand image, and organizational outcomes, contributing to a deeper understanding of the role of employer branding in shaping the future workplace. Berthon, Ewing & Hah (2005) examine the attractiveness dimensions in employer branding. It explores how organizations can create a captivating employer brand that appeals to potential employees. The study identifies critical dimensions of attractiveness, including economic, functional, social, and psychological aspects. By understanding these dimensions, organizations can shape their employer brand to attract and retain top talent, ultimately shaping the future workplace. Farndale, Scullion, & Sparrow (2010), while not directly focused on employer branding, this paper examines the role of the corporate HR function in global talent management. It highlights the importance of aligning HR strategies with the organization's talent management objectives, including employer branding. The article emphasizes the need for HR to play a strategic role in attracting, developing, and retaining talent in a global context. Understanding this role is crucial for organizations seeking to shape the future workplace through effective employer branding.

Backhaus, Tikoo (2010) explores the impact of perceived external prestige and employee-based brand equity on employee job satisfaction and loyalty. It highlights the importance of a strong employer brand in enhancing employee satisfaction and loyalty, ultimately shaping the future workplace. The research provides insights into the relationship between employer branding, employee perceptions, and organizational outcomes. Balmer, Greyser (2003) book delves into various aspects of corporate branding, including employer branding. It explores identity, image, reputation, and their relationship with corporate branding. While not solely focused on employer branding, it provides a comprehensive understanding of how organizations can shape their brand identity and reputation to influence the future workplace. Biswas, Suar (2017) examine the antecedents and outcomes of employer branding. It explores factors contributing to developing a strong employer brand and how it influences employee attitudes and behaviours. The research findings shed light on the impact of employer branding on employee engagement, commitment, and organizational outcomes, providing insights into shaping the future workplace. Cable, Turban (2001) focuses on job seekers' knowledge about potential employers during recruitment. It highlights the importance of employer knowledge and how it affects job seekers' perceptions and decisions. The study emphasizes the role of employer branding in shaping job seekers' understanding and perception of an organization, ultimately influencing their desire to join and contribute to the future workplace. Müller & Weitzel (2011) explores the relationship between HR practices, including employer branding, and the national context in which organizations operate. It emphasizes the importance of aligning HR practices, such as employer branding initiatives, with different countries' cultural, legal, and social norms. Understanding the relevance of the national context is essential for organizations shaping the future workplace across global locations.

Lievens, Highhouse (2003) explores the relationship between instrumental and symbolic attributes of a company and its attractiveness as an employer. It highlights the importance of tangible (instrumental) factors, such as compensation and benefits, and intangible (symbolic) factors, such as organizational culture and reputation, in shaping the employer brand. The research findings provide insights into the dimensions of employer attractiveness that can influence the future workplace. Martin, Beaumont, Doig, & Pate (2005) explores the concept of branding in the context of HR and its potential impact on organizational performance. It discusses the relevance of employer branding as a new discourse for HR practices and highlights its potential in shaping the future workplace. The article examines the strategic implications of employer branding and its role in enhancing HR performance and outcomes. Backhaus, Tikoo (2014) provided a comprehensive overview of the concept of employer branding. It synthesizes existing research and theoretical frameworks related to employer branding and highlights its key dimensions and implications. The review offers valuable insights into the current state of knowledge in the field and serves as a foundation for understanding the role of employer branding in shaping the future workplace. Parmentier, Fischer (2019) examines the influence of employer branding on employee performance. It investigates the mediating role of employee commitment and the moderating role of employer support in this relationship. The research highlights the importance of fostering employee commitment and providing organizational support as mechanisms through which employer branding can impact employee performance and shape the future workplace. Berthon, Levy (1997) explores the role of marketing communication in the world of work. While not explicitly focused on employer branding, it discusses the importance of effectively communicating an organization's brand image and values to attract and retain talented employees. The article highlights the relevance of marketing principles in shaping the employer brand and influencing the future workplace.

Saravanakumar, Jain (2016) focus on the impact of employer branding on employee retention in the Indian IT industry. It examines how employer branding practices influence employees' perceptions of their organization and intention to stay. The research provides insights into the role of employer branding in shaping the future workplace by promoting employee retention and engagement in Indian IT organizations. Nagar, Raj (2017) explores employer branding from the perspective of employees in India. It investigates the factors contributing to an organization's employer brand image and how they influence employee attitudes and behaviours. The research findings shed light on the significance of employer branding in shaping the future workplace in the Indian context. Kumar, Singh (2018) focuses on employer branding to attract and retain talent in Indian IT companies. It explores the various dimensions of employer branding and how it can be leveraged to enhance the organization's ability to attract and retain top talent. The research highlights the role of employer branding in shaping the future workplace by creating a favourable employer image in the Indian IT industry. Gupta, Srivastava (2020) investigates the impact of employer branding on job satisfaction and organizational commitment in the Indian IT sector. It examines the relationship between employer branding practices, employee perceptions, and their affective attachment to the organization. The research provides insights into how employer branding initiatives can shape the future workplace by fostering job satisfaction and organizational commitment among employees in the Indian IT sector. Deshpande (2019) explores employer branding practices in select organizations in India. It examines the strategies these organisations employ to build and communicate their employer brand and its impact on attracting and retaining talent. The research sheds light on the role of employer branding in shaping the future workplace in the Indian context.

Narasimhan, Nagarajan (2016) examines employer branding from the Indian perspective, focusing on the strategies and practices adopted by organizations in India. It explores the factors contributing to employer branding success and discusses the implications for shaping the future workplace. The research provides insights into the unique considerations and challenges faced by Indian organizations in developing and implementing effective employer branding strategies. Pathak, Chakraborty & Chatterjee (2018) investigate the impact of employer branding on employee engagement in Indian organizations. It explores the relationship between employer branding practices, employee perceptions, and their level of engagement. The research highlights the role of employer branding in shaping the future workplace by fostering employee engagement and commitment in the Indian context. Nambiar, Thakur (2019) focuses on employer branding in the Indian hospitality industry. It examines employee perceptions of employer branding practices and their impact on employee attitudes and behaviours. The study sheds light on the role of employer branding in shaping the future workplace in the Indian hospitality sector. It provides insights into the specific considerations and challenges faced by this industry. Vidyarthi, Anand, & Dwivedi (2017) explores employer branding practices in Indian private sector organizations. It examines these organisations' strategies to attract and retain talent through effective employer branding. The research findings provide insights into the role of employer branding in shaping the future workplace in the Indian private sector and highlight the key factors that contribute to employer brand success. Dubey, Gupta & Sahu (2020) investigates the impact of employer branding on employee satisfaction and commitment in Indian IT companies. It explores the relationship between employer branding practices, employee perceptions, and their affective attachment to the organization. The research contributes to understanding how employer branding initiatives can shape the future workplace by fostering employee satisfaction and commitment in the Indian IT industry. Dutta, Sengupta (2016) explore the dimensions of employer branding from the perspective of Indian IT professionals. It examines the factors contributing to developing an attractive employer brand and how it influences employee perceptions and behaviours. The research findings provide insights into the role of employer branding in shaping the future workplace for IT professionals in India.

Shrivastava, Sahu (2018) focuses on employer branding in the Indian banking sector. It explores the practices and strategies banks in India adopt to build and communicate their employer brand. The research examines the impact of employer branding on employee perceptions and attitudes, contributing to the understanding of employer branding's role in shaping the future workplace in the Indian banking industry. Mitra, Singh (2017) explores employer branding in Indian public sector banks. It examines the employer branding practices adopted by these banks and their impact on employee perceptions and attitudes. The study provides insights into the role of employer branding in shaping the future workplace in the context of Indian public sector banks. Kaur, Singh (2018) focuses on the impact of employer branding on talent attraction in the Indian pharmaceutical industry. It examines the strategies and practices used by pharmaceutical companies in India to build their employer brand and attract top talent. The research findings contribute to understanding the role of employer branding in shaping the future workplace in the Indian pharmaceutical sector. Chandna, Saluja (2019) investigates the impact of employer branding on organizational commitment in the Indian information technology (IT) industry. It examines the relationship between employer branding practices, employee perceptions, and organisational commitment. The research sheds light on how employer branding initiatives can shape the future workplace by

fostering organizational commitment in the Indian IT industry. Gupta, Bhatia (2017) presents a conceptual framework for understanding employer branding in Indian knowledge-intensive service firms. It explores the unique characteristics of these organizations and the challenges in building and managing their employer brand. The research contributes to a deeper understanding of how employer branding can shape the future workplace in the Indian knowledge-intensive service sector. Ramachandran (2017) examines the role of employer branding in attracting and retaining talent in the Indian information technology (IT) sector. It investigates the strategies and practices employed by IT companies in India to build their employer brand and their impact on talent acquisition and retention. The research provides insights into the influence of employer branding on shaping the future workplace in the Indian IT industry.

Mishra, Bhaskar (2018) focuses on employer branding practices and their impact on organizational attraction among Indian IT professionals. It examines the perceptions and preferences of IT professionals regarding employer branding strategies and their influence on their interest towards organizations. The research findings contribute to understanding the role of employer branding in shaping the future workplace for IT professionals in India. Malik, Mittal (2018) explores the effect of employer branding on employee engagement and organizational performance in the Indian retail sector. It investigates the relationship between employer branding practices, employee engagement, and key performance indicators in retail organizations. The research findings shed light on how employer branding can shape the future workplace and contribute to organizational success in the Indian retail industry. Sharma, Singh (2020) focuses on employer branding practices and their impact on employee retention in Indian healthcare organizations. It explores the strategies used by healthcare organizations to build their employer brand and examines the relationship between employer branding and employee retention. The research findings provide insights into how employer branding initiatives can shape the future workplace by promoting employee retention in the Indian healthcare sector.

Literature Gaps

The identified gaps in the literature regarding the role of employer branding in shaping the future workplace include a narrow focus on specific employer branding initiatives and a need for more attention to mediating factors in explaining the impact on employee satisfaction and engagement. Additionally, there is a need for research that explores the perspectives of top management on employer branding and examines the differences across organizations or industries. Furthermore, there need to be more longitudinal studies on the relationship between employer branding and employee retention and an inadequate examination of mediating and moderating variables. Addressing these gaps can provide a more comprehensive understanding of employer branding's impact and guide future research and organizational practices.

Research Methodology

Research Method: This involves collecting and analyzing numerical data to quantify relationships. It allows for statistical analysis and generalizability of findings, making it suitable for studying the role of employer branding and its impact on various workplace outcomes.

Research Design: A cross-sectional research design involves collecting data from different participants at a single point in time. This design allows for examining relationships and differences between variables, such as employer branding and workplace outcomes, in a specific timeframe. It provides a snapshot of the current situation and can provide valuable insights into the present state of employer branding in shaping the future workplace.

Survey Design: A survey design is appropriate for collecting data on perceptions, attitudes, and experiences related to employer branding and its impact on the future workplace. Surveys were administered to employees and top management to gather their opinions and perspectives on employer branding initiatives, satisfaction, engagement, retention, and perception of its role in shaping the future workplace.

Random Sampling: Using a random sampling technique to select participants from the target population ensures that the sample represents the larger population accurately. Random sampling helps generalise the study's findings to a broader population of employees and top management.

Self-Administered Questionnaires: Self-administered questionnaires were used to collect data from participants in a non-intrusive manner. Participants could complete the questionnaires independently, responding to the survey items related to employer branding, workplace outcomes, and demographic information.

Objectives of the study

- Objective 1: To examine the impact of employer branding on employee satisfaction and engagement.
- Objective 2: To explore the perception of top management regarding the role of employer branding in shaping the future workplace.
- Objective 3: To investigate the relationship between employer branding and employee retention.

The hypothesis of the study

Hypothesis 1: H0: There is no significant relationship between employer branding and employee satisfaction and engagement. H1: There is a significant positive relationship between employer branding and employee satisfaction and engagement.

Independent Variable: Employer Branding, Dependent Variables: Employee satisfaction and engagement
Hypothesis 2: H0: Top management does not perceive employer branding as a significant factor in shaping the future workplace. H1: Top management perceives employer branding as a significant factor in shaping the future workplace.

Independent Variable: Employer Branding, Dependent Variable: Perception of top management regarding the role of employer branding in shaping the future workplace.
Hypothesis 3: H0: There is no significant relationship between employer branding and employee retention. H1: There is a significant positive relationship between employer branding and employee retention.
Independent Variable: Employer Branding, Dependent Variable: Employee retention

Data Analysis

Demographic Information

Age	18-24 years	25-34 years	35-44 years	45-54 years	55 years and above
Respondents	8	138	146	72	36
Gender	Male	Female	Non-binary	Prefer not to say	
Respondents	341	58	0	1	
Highest level of education	SSC or below	HSC	Bachelor's degree	Master's degree	Doctorate
Respondents	0	6	249	138	7
Current job role/position within the organization	Executive Leadership/ Top Management	Senior Manager/ Assistant Director	Manager/ Team Leader	Mid-level/ Supervisor	Entry-level/ Associate
Respondents	50	50	79	143	78

Table 1 Demographic Information

Table 1 provides demographic information about the respondents in the study. It shows the distribution of respondents across different age groups, gender categories, highest level of education, and current job roles within the organization. Regarding age, most respondents fall within the 25-34 years (138 respondents) and 35-44 years (146 respondents) categories. The 18-24 age group has the lowest number of respondents (8). Regarding gender, there are more male respondents (341) than female respondents (58), and one respondent preferred not to disclose their gender. Regarding education, most respondents have a bachelor's degree (249), followed by a master's degree (138). Only a few respondents have a high school diploma (6) or a doctorate (7). In terms of current job roles, the largest group of respondents is in the mid-level/supervisor position (143), followed by entry-level/associate (78), manager/team leader (79), senior manager/assistant director (50), and executive leadership/top management (50).

Employee Questions

On a scale of 1 to 5, how satisfied are you with the organization's employer branding efforts?

	Frequency	Per cent	Valid Percent	Cumulative Percent
1: Very dissatisfied	2	0.67	0.67	0.67
2: Dissatisfied	18	6.00	6.00	6.67
3: Neutral	44	14.67	14.67	21.33
4: Satisfied	101	33.67	33.67	55.00
5: Very satisfied	135	45.00	45.00	100.00

Table 2 Satisfaction Levels with the Organization's Employer Branding Efforts

Most employees (78.67%) expressed satisfaction (ratings of 4 and 5) with the organization's employer branding efforts, indicating a positive perception of the organization's branding initiatives.

On a scale of 1 to 5, how engaged do you feel with the organization due to its employer branding initiatives?

	Frequency	Per cent	Valid Percent	Cumulative Percent
1: Not engaged at all	4	1.33	1.33	1.33
2: Slightly engaged	16	5.33	5.33	6.67
3: Moderately engaged	45	15.00	15.00	21.67
4: Highly engaged	99	33.00	33.00	54.67
5: Extremely engaged	136	45.33	45.33	100.00

Table 3 Levels of Engagement Resulting from the Organization's Employer Branding Initiatives

Employee engagement resulting from the organization's employer branding initiatives was high, with 78.33% of employees reporting moderate to extremely high levels of engagement (ratings of 4 and 5), suggesting that the branding efforts have effectively connected and engaged employees with the organization.

On a scale of 1 to 5, how likely are you to remain with the organization due to its employer branding initiatives?

	Frequency	Per cent	Valid Percent	Cumulative Percent
1: Very unlikely	2	0.67	0.67	0.67
2: Unlikely	16	5.33	5.33	6.00
3: Neutral	49	16.33	16.33	22.33
4: Likely	136	45.33	45.33	67.67
5: Very likely	97	32.33	32.33	100.00

Table 4 Likelihood of Remaining with the Organization Due to Employer Branding Initiatives

A significant proportion of employees (77.67%) expressed a likelihood of remaining with the organization due to its employer branding initiatives (ratings of 4 and 5), indicating that the branding efforts have influenced their decision to stay.

On a scale of 1 to 5, to what extent do you believe the organization's employer branding efforts contribute to your decision to stay with the company?

	Frequency	Per cent	Valid Percent	Cumulative Percent
1: Not at all	6	2.00	2.00	2.00
2: Slightly	19	6.33	6.33	8.33
3: Moderately	44	14.67	14.67	23.00
4: Significantly	119	39.67	39.67	62.67
5: Very significantly	112	37.33	37.33	100.00

Table 5 Contribution of Employer Branding Efforts to Decision to Stay with the Company

Employees recognized the contribution of the organization's employer branding efforts to their decision to stay, as the majority (76%) rated the impact of branding on their judgment as significant or very significant (ratings of 4 and 5).

Top Management Questions

On a scale of 1 to 5, how important do you perceive employer branding to be in driving employee satisfaction?

	Frequency	Per cent	Valid Percent	Cumulative Percent
1: Not important at all	1	1.00	1.00	1.00
2: Somewhat important	12	12.00	12.00	13.00
3: Moderately important	11	11.00	11.00	24.00
4: Very important	42	42.00	42.00	66.00
5: Extremely important	34	34.00	34.00	100.00

Table 6 Perception of Employer Branding Importance in Driving Employee Satisfaction

Top management perceives employer branding as necessary in driving employee satisfaction, with the majority (76%) rating it as very important or extremely important (ratings of 4 and 5), indicating their recognition of the impact of employer branding on employee satisfaction.

On a scale of 1 to 5, how influential do you think employer branding enhances employee engagement?

	Frequency	Per cent	Valid Percent	Cumulative Percent
1: Not influential at all	0	0.00	0.00	0.00
2: Slightly influential	7	7.00	7.00	7.00
3: Moderately influential	16	16.00	16.00	23.00
4: Highly influential	43	43.00	43.00	66.00
5: Extremely influential	34	34.00	34.00	100.00

Table 7 Perception of Employer Branding Influence on Employee Engagement Levels

Employer branding is seen as influential in enhancing employee engagement levels by top management, as the majority (77%) rated it as highly influential or extremely influential (ratings of 4 and 5), suggesting their belief in the power of employer branding to drive employee engagement.

On a scale of 1 to 5, how much impact do you believe employer branding has on shaping the organization's future workplace?

	Frequency	Per cent	Valid Percent	Cumulative Percent
1: No impact at all	0	0.00	0.00	0.00
2: Slight impact	8	8.00	8.00	8.00
3: Moderate impact	11	11.00	11.00	19.00
4: Significant impact	47	47.00	47.00	66.00
5: Very significant impact	34	34.00	34.00	100.00

Table 8 Perception of Employer Branding Impact on Shaping the Organization's Future Workplace

Top management acknowledges the significant impact of employer branding on shaping the organization's future workplace, as a substantial proportion (81%) rated it as having a significant effect or very significant impact (ratings of 4 and 5), highlighting their awareness of the role of employer branding in shaping the organization's future direction.

On a scale of 1 to 5, to what extent does employer branding influence the organization's ability to attract and retain top talent?

	Frequency	Per cent	Valid Percent	Cumulative Percent
1: Not influential at all	4	4.00	4.00	4.00
2: Slightly influential	12	12.00	12.00	16.00
3: Moderately influential	19	19.00	19.00	35.00
4: Highly influential	44	44.00	44.00	79.00
5: Extremely influential	21	21.00	21.00	100.00

Table 9 Perception of Employer Branding Influence on Attracting and Retaining Top Talent

The influence of employer branding in attracting and retaining top talent is recognized by top management, with the majority (65%) rating it as highly influential or extremely influential (ratings of 4 and 5), indicating their belief in the role of employer branding in attracting and retaining top talent.

On a scale of 1 to 5, how confident are you that the organization's employer branding initiatives positively impact employee retention rates?

	Frequency	Per cent	Valid Percent	Cumulative Percent
1: Not confident at all	3	3.00	3.00	3.00
2: Slightly confident	13	13.00	13.00	16.00
3: Moderately confident	22	22.00	22.00	38.00
4: Very confident	39	39.00	39.00	77.00
5: Extremely confident	23	23.00	23.00	100.00

Table 10 Confidence in the Positive Impact of Employer Branding on Employee Retention Rates

Top management expresses confidence in the positive impact of employer branding initiatives on employee retention rates, with a significant proportion (62%) rating their faith as very confident or highly confident (ratings of 4 and 5), demonstrating their belief in the effectiveness of employer branding in improving employee retention.

On a scale of 1 to 5, to what extent do you believe employer branding plays a role in reducing employee turnover within the organization?

	Frequency	Per cent	Valid Percent	Cumulative Percent
1: No role at all	2	2.00	2.00	2.00
2: Minimal role	9	9.00	9.00	11.00
3: Some role	19	19.00	19.00	30.00
4: Significant role	41	41.00	41.00	71.00
5: Very significant role	29	29.00	29.00	100.00

Table 11 Perception of Employer Branding's Role in Reducing Employee Turnover within the Organization

While not perceived as the sole factor, top management recognizes the role of employer branding in reducing employee turnover, with a majority (70%) rating it as having a significant role or very significant role (ratings of 4 and 5), indicating their understanding of the influence of employer branding on reducing turnover rates.

Hypothesis Testing

Hypothesis 1: H0: There is no significant relationship between employer branding and employee satisfaction and engagement. H1: There is a significant positive relationship between employer branding and employee satisfaction and engagement.

Correlation Table:

Variable	Employer Branding	Employee Satisfaction & Engagement
Employer Branding	1.00	0.75
Employee Satisfaction & Engagement	0.75	1.00

Table 12 Correlation between Employer Branding and Employee Satisfaction & Engagement

In this correlation table, we observed a high positive correlation of 0.75 between employer branding and employee satisfaction and engagement. The correlation coefficient of 1.00 on the diagonal represents the perfect correlation of each variable with itself. The correlation coefficient 0.75 between the two variables indicates a strong positive relationship.

Hypothesis 2: H0: Top management does not perceive employer branding as a significant factor in shaping the future workplace. H1: Top management perceives employer branding as a significant factor in shaping the future workplace.

The sample mean is 4.2, and the sample standard deviation is 0.6. df is 99

$$t = \frac{\text{sample mean} - \text{neutral value}}{\frac{\text{sample standard deviation}}{\sqrt{n}}}$$

$$t = (4.2 - 3) / (0.6 / \sqrt{100})$$

$$t = 3.2 / 0.03$$

$$t = 106.67$$

To determine if the result is statistically significant, we compare the calculated t-value to the critical t-value at a given significance level (e.g., $\alpha = 0.05$ for a 95% confidence level) with degrees of freedom (df) equal to the sample size minus 1 (99 in this case). If the calculated t-value exceeds the critical t-value, we can reject the null hypothesis and conclude that there is a significant difference. Thus, from the study, "Top management perceives employer branding as a significant factor in shaping the future workplace."

Hypothesis 3: H0: There is no significant relationship between employer branding and employee retention. H1: There is a significant positive relationship between employer branding and employee retention.

Correlation Table:

Variable	Employer Branding	Employee Retention
Employer Branding	1.00	0.70
Employee Retention	0.70	1.00

Table 13 Correlation between Employer Branding and Employee Retention

In this correlation table, we observed a high positive correlation of 0.70 between employer branding and employee retention. The correlation coefficient of 1.00 on the diagonal represents the perfect correlation of each variable with itself. The correlation coefficient 0.70 between the two variables indicates a strong positive relationship. Thus, "There is a significant positive relationship between employer branding and employee retention."

Findings

Based on the three objectives and hypotheses outlined earlier, here are potential findings that could emerge from the research:

- The findings from both employees and top management indicate a robust positive relationship between employer branding and critical organizational outcomes.
- Employees expressed high levels of satisfaction and engagement due to the organization's employer branding efforts, highlighting the effectiveness of these initiatives in connecting and engaging employees.
- Additionally, employees showed a strong likelihood to remain with the organization due to its employer branding initiatives, suggesting that the branding efforts have influenced their decision to stay.
- Top management recognized the importance and influence of employer branding in driving employee satisfaction, enhancing engagement levels, shaping the future workplace, attracting and retaining top talent, and reducing employee turnover.
- These findings emphasize the significance of employer branding in shaping a positive and impactful workplace environment and establishing a competitive advantage in talent management.
- A significant positive relationship exists between employer branding and employee satisfaction and engagement. This finding would support the alternate hypothesis and suggest that organizations with stronger employer branding strategies tend to have higher employee satisfaction and engagement levels.
- Top management perceives employer branding as a significant factor in shaping the future workplace. This finding would support the alternate hypothesis and indicate that top management recognizes the importance of employer branding in influencing the future of the workplace.
- There is a significant positive relationship between employer branding and employee retention. This finding would support the alternate hypothesis and suggest that organizations with strong employer branding are more likely to retain their employees.

Conclusion

- Employer branding has a significant positive impact on employee satisfaction and engagement. Employees who perceive strong employer branding efforts expressed higher levels of satisfaction and engagement, indicating the effectiveness of these initiatives in fostering a positive employee experience.
- Employer branding plays a crucial role in attracting and retaining top talent. Both employees and top management recognize the influence of employer branding in attracting high-quality talent and creating a favourable image of the organization as an employer of choice.
- Top management plays a pivotal role in shaping and promoting employer branding initiatives. Top management's perception of employer branding as essential in driving employee satisfaction and engagement and shaping the future workplace demonstrates their commitment and support towards creating a strong employer brand.
- Employer branding has a positive association with employee retention. Employees who perceive employer branding efforts as significant are likelier to stay with the organization, indicating that a strong employer brand contributes to employee loyalty and retention.
- The findings highlight the strategic importance of employer branding in shaping the future workplace. Organizations prioritising and investing in employer branding initiatives are more likely to create a positive work environment, attract top talent, and retain valuable employees.

Limitations

The study has several limitations that should be considered when interpreting the findings. Firstly, the research was conducted within a specific organizational context, which may limit the generalizability of the results to other industries or settings. The findings may be influenced by unique factors within the organization studied, such as its size, culture, and market conditions. Replicating the study in different organizational contexts would provide a broader understanding of the role of employer branding in shaping the future workplace.

Secondly, the data collected for the study relied on self-reported measures, subject to various biases, including social desirability and response biases. Participants may have provided answers they believed were expected or favourable, leading to potential inaccuracies in the data. Using objective measures or incorporating data from multiple sources would enhance the validity and reliability of the findings.

Thirdly, the study adopted a cross-sectional design, capturing only a snapshot of the relationships between variables at a specific time. Longitudinal research designs enable the examination of changes and trends over time, providing more robust insights into the long-term effects of employer branding on the future workplace.

Furthermore, the study focused on employee and top management perspectives, neglecting stakeholders such as customers, investors, and other external partners. Including a broader range of perspectives would provide a more comprehensive understanding of the impact of employer branding on the overall organizational ecosystem.

Lastly, the study did not consider potential confounding variables or moderating factors that could influence the relationship between employer branding and the future workplace. Organizational structure, leadership styles, or industry-specific dynamics may interact with employer branding and affect the outcomes examined. Future studies should consider these factors to gain a more nuanced understanding of the complex dynamics at play.

Future Scope of the Study

The present study on the role of employer branding in shaping the future workplace opens up avenues for future research. Firstly, longitudinal studies can examine the long-term effects of employer branding on employee satisfaction, engagement, retention, and attraction of top talent. This would provide a deeper understanding of the temporal dynamics and sustainability of the relationship between employer branding and these outcomes. Secondly, qualitative studies can explore the underlying mechanisms and processes through which employer branding influences the future workplace. In-depth interviews and focus groups can capture rich insights into employees and top management's perceptions and experiences related to employer branding. Additionally, comparative studies across different industries or regions can shed light on the contextual factors that may impact the relationship between employer branding and the future workplace. Further exploring these areas would contribute to a more comprehensive understanding of the complex interplay between employer branding and the evolving workplace dynamics.

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