

A STUDY ON EMPLOYER BRANDING INITIATIVE WITH REFERENCE TO SELECTED INDIAN IT COMPANIES

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ABSTRACT

Employer branding is an emerging discipline with its roots in HR principles. Its aim is to develop an image of the organization as an “employer of choice” in the minds of existing and potential employees, as well as other stakeholders including customers and recruiters. Employer branding communicates the identity of an organisation to the public. It is the process of placing an image of being a great place to work in the minds of prospecting and existing employees. The objective is not only to offer these tangible benefits, but to also develop an emotional link with them. A strong employer brand should connect an organization’s values, people strategy and HR policies and be linked to the company brand. In recent years employer branding has gained popularity among the HR practicing managers as an important strategy to build organisation sustainability. This paper discusses the various initiatives by the IT giants which resulted in employer branding.

Keyword: *Employer branding, IT Companies, HR Policies, organizational sustainability.*

Introduction

Branding was originally used to differentiate tangible products, but over the year it has been applied to differentiating people, places and firms (Peter, 1999). According to Aaker (1991), established brand is regarded as a critical means for differentiating between products and creating competitive advantage for organizations. Similarly, employer branding has become a new approach for gaining an edge in the competitive world. The term employer brand|| denotes what people currently associate with an organization. According to Barrow and Mosley (2005), employer branding is not only to transfer the message of the personality of a company as an employer of choice, but it has been used to adopt the tools and techniques usually used to motivate and engage employees. Like a consumer brand, it is an emotional relationship between an employer and employee. Ambler and Barrow (1960) have defined employer branding as the development and communication of an organization’s culture as an employer in the market place. It is the package of functional, economic and psychological benefits provided by employment, and identified with the employing company. It convey the value proposition – the

totality of the organization’s culture, systems, attitudes, and employee relationship along with encouraging the people to embrace and share goals for success, productivity, and satisfaction both on personal and professional levels. Increasingly, firms are using employer branding to attract recruits and assure that current employees are engaged in the culture and the strategy of the firm. Employer branding communicates the identity of an organisation to the public. It is the process of placing an image of being a —great place to work in the minds of prospecting and existing employees.

Objectives

- 1 To study an evolving concept of Employer Branding
- 2 To study various employer branding activities undertaken by selected Indian IT companies viz. Infosys, Wipro, TCS, HCL, and Tech Mahindra
- 3 To identify major factors affecting Employer Branding

Research Methodology

The research design used was Case Based. Descriptive research is used to describe characteristics of a population or phenomenon being studied. It does answer questions about

how/when/why the characteristics occurred. Secondary data was collected from books, journals, research papers & internet to get a better insight on the concept under study

Literature Review

The term "employer brand" was first publicly introduced to a management audience in 1990, and defined by Simon Barrow, chairman of People in Business, and Tim Ambler, Senior Fellow of London Business School, in the Journal of Brand Management in December 1996. A brand was defined as a name, term, sign, symbol or design, or combination of them which is intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors (Gardner & Levy, 1995). Clark (1987) on the other hand, offered another definition relating brands with values, i.e. brand is values that provide the important link between consumers and marketers, while Kapferer (1992) approaches brands under a holistic view. He claimed that a brand is not a mere product. It is a product's essence and often brands are examined through their component parts like brand name, logo, design or packaging etc. According to Keller (1993) brand equity elevated the importance of brand in marketing communication strategy and is often used to persuade customers to buy a product or service. However, in recent years, especially in today's competitive market, employer branding is used to recruit and retain good employees from a diverse work force. Most companies tend to promote factors that make their firm a good place to work and also offering a bright and cheerful office space, an ethos of collaboration and teamwork, flexible working hours. According to Sutherland, Torricelli, & Karg (2002), in organization's skilled employees are hard to attract and difficult to retain and it has become critical to business success. The employer branding is used for corporate

identity and reputation which communicates its image to current and potential employees. Luthans and Peterson (2002) have found employees who are engaged in their organization with satisfaction demonstrate good performance and achieve success. This helps the corporate managers to be more effective and successful, which in turn increases the manager's self efficacy. Research has shown that self efficacy is positively linked to work performance, in that individuals with higher self efficacy are more likely to be proactive in initiating work, and show sustained effort and determination in their pursuit to achieve the task, even when problems occur. According to Robert & Dowling (2002), superior performing firms have a greater chance of sustaining superior performance over time if they also possess relatively good reputations. It is consistent with the growing body of strategy research that links high quality intangible assets with sustained superior performance. Collins and Stevens (2002) have also stated that early recruitment and advertising may have beneficial effects on increasing the quantity and quality of applicants. Fulmer, Gerhart and Scott (2003) have analyzed employer branding policies on top 100 US companies. They found that employer branding policies were associated with not only stable and highly positive workforce attitudes but also had effect on organization's performance. Turban and Cable (2003) have argued that firms higher in corporate social performance (CSP) have more positive reputations and are more attractive employers to employees than firms lower in CSP. Levinson (2007) also suggests that employees who are happy in their work are more likely to stay in that organization, and found that work engagement is significantly related to organizational commitment.

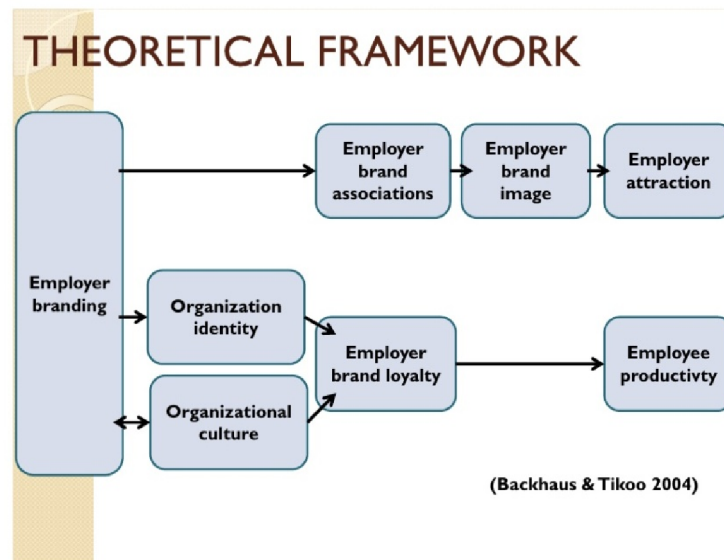


Fig 1: Theoretical Framework

Theoretical framework shows that through the EB strategy, the organization can establish the organizational identity and the organizational culture, which affect the loyalty of the employees. It is suggested by Backhaus and Tikoo (2004) that a high degree of loyalty, leads to productivity within the company.

Employees that are committed to the organization tend to stay longer, since they feel attached to and identify with the organization and its culture and because of these employer branding of firm increases.

The Employer Branding in Indian IT Companies: The Employer Branding highlights that HR uses the employer brand for three main reasons: organizational culture and employee fit; positive outcomes for recruiting; retaining talent with corporate values and a team-based culture. At its most effective, the employer brand is a long term strategy with a transparent message that promotes the organization as an employer of choice.

Case No 1. Employer Branding Initiatives at Infosys: At a time when organizations are debating the strategic importance of their human resources, Infosys recognizes that the key role of its human assets can sustain and increase its competitiveness. With changing employee demographics in the world, it has become essential to source talent where it is cost-effective and deploys it where it creates the maximum value. To achieve this objective,

Infosys has developed an innovative workforce –management strategy – *the Global Talent Program*. This is the largest sustained effort by any company to recruit from campuses outside of India and develop the skills of a global workforce through training assignments in India. After training, the trained personnel are deployed by Infosys in their home countries. Increased profitability, reduced cost, increased market share, improved customer service, higher stock value, increased productivity and higher retention rates led to the winning the Optimas Award in the GLOBAL outlook category. In addition to this, Infosys keeps its employees engaged and enthusiastic in the demanding 24*7 work environment necessary to serve its global clientele. To meet the global challenges and also to reduce attrition rate, Infosys introduced a wide variety of programs that provides the best aspects of universities but with professionalism that a workplace required. These programs have helped stem attrition, which is well below the industry average and have made Infosys a top employer of choice. Infosys has been awarded as Best Employer in many HR surveys conducted by various organizations in the recent years. The company is well known for its employee friendly HR practices. Infosys has been a pioneer in innovative workforce practices and HR initiatives—are it in creating wealth for employees through wide distribution of stock option plans or in creating an enjoyable workplace with various amenities.

Infosys Leadership Institute (ILI) is to be a globally recognized institution that nurtures leaders and advances the field of leadership development. ILI works toward executing business strategies and ensuring that Infosys has appropriate leaders to take on senior leadership positions as and when they arise. ILI offers a wide variety of individual and organizational interventions, right from assessments to organizational development initiatives to ensure that Infosys has a pool of successful and ready leaders to build tomorrow's enterprise.

Best HR Practices Over the years, the innovative HR strategies at Infosys have been receiving accolades worldwide, with the latest being the Global HR Excellence award 2010 by the World HRD Congress in January 2010 for the 'Most Admired and Best HR Team'. Infosys is managing a highly talented workforce of more than 1, 50,000, drawn from more than 85 nationalities and deployed across the globe.

Culture and ethos: Infosys transforming their workplaces into open, cooperative spaces empowering employees in an active, immersive environment conducive for ideas to take shape and innovations to be prototyped at speed. At Infosys, they grow the reality of this blended nature of work and try to transform our workplace and workforce in response.

Infosys recognize the right to freedom of association through Collective Bargaining Agreements (CBAs) as per the laws of the land. Where mandated by the law, organization has 100% employees covered under CBAs. Infosys provide policies, forums and support groups for hearing and addressing the concerns of our employees and resolving their issues or conflicts in a fair and transparent manner.

Employee motivation and empowerment: 1) The workplace is changing after COVID19, so to improve workforce. Organization has recognized that digital skills essential for our people to succeed and create learning tracks for them which is developed by trainings, hackathons, lab hours, apprenticeships and on-the-job training. Organization also bringing a mobile-first convenience to our ways of working with an umbrella of on-the-go applications 2) Talent Development at Infosys primarily involves two activities: career

development and performance management 3) The Performance Management System at Infosys, known as I Count, is designed to chart performance outcomes and ensure that our employees, teams and departments are related with the organization's strategic importance. 4) Infosys have faith in lifelong learning for its employees and is focused on developing and promoting an ecosystem for lifelong employee education 5) Continuous Skill Improvements, for skill development of our employees in new and emerging technologies is a crucial element of our strategy. To ensure this, organization developed and guided learning ways that help employees acquire a new required skill 6) Work life at Infosys Infosys consider "Working with Infosys is not a job; It's a journey, an experience". Employees get opportunities to explore themselves. Infosys get challenging and enjoyable work environment. They realize their potential, get recognized for their work and fulfill their aspirations. Infosys offers employees global exposure, equality experience, opportunities to explore potential, fun on campus and care for family. 7) Awards and recognition gain by Infosys which shows Employer Branding at Infosys: a) Top Employer in 2020 across Europe, Middle East, Australia, Singapore and Japan b) One of the Top 5 companies in Talent Desk's 2019 Best Companies to Work for rankings.

Case No. 2 Employer Branding: Tata Consultancy Services (TCS)- The work environment at TCS is built around the belief of growth beyond boundaries. Some of the critical elements that define the work culture of TCS are global exposure, cross domain experience, and work life balance. Each of these elements goes much deeper than what it ostensibly conveys. TCS value proposition The TCS employer brand positioning builds on its strengths and it communicates that TCS as an organization that offers its employees a complete Global IT Career by highlighting the three main value propositions. Following are the details of selected initiatives. 1) *Global Exposure* at TCS extends beyond geographical boundaries. This means working on world class projects on a global scale and exploring cutting edge technologies, fresh out of the world renowned research labs. The opportunity to understand, interact, and work with people

from cultures all over the world creates kaleidoscopic avenues for learning that propel the employees to be at par the best in the world. 2) *Freedom to Work*, TCS has established an environment that focuses on individual aptitude, talent, and interests. As a proven practice, the company promotes the employees cross domain experience. It provides the employees with opportunities to function across different industry verticals, service practices, and functional domains as well as varied technology platforms. 3) *Work life Balance* TCS has introduced many programs as per the needs and aspirations of our employees while retaining fun as a key element. The company understands the need of an increased flexibility in order to navigate the different spheres of life. 4) *HR Practices of TCS*: TCS is known for its human resource practices in India as well as globally. The company lays emphasis on the overall development of its employees and also offers multilingual capability training modules. TCS enables its employees to meet their career objectives through rotation across projects, functions and locations globally. It also helps employees in building new skills and competencies, and promotes knowledge sharing and team building. 5) *Talent Management*: TCS always try to attract, motivate, develop and retain talent. The company's HR strategy continuously focused on attracting the best talent globally, upgrade skills and developing the workforce and providing a motivating work environment which is flexible, fosters social bond, promotes innovation, and develop a result focused, high performance culture. The advanced policies, frequent investment in improvement of employees' skills and the philosophy of empowering individuals and helping them recognize their potential have made TCS' HR processes and outcomes an industry standard. 6) *Competitive Compensation*, the company frequently benchmarks its compensation plans and benefits with the market to ensure competitiveness. TCS offers same remuneration for men and women working full-time, in the same grade, in the same role, and at the same location. The enterprise also offer a skill-based allowance for employees possessing niche

skills, designed to motivate employees to acquire marketable skills, thereby benefiting themselves as well as TCS. The company offers a variety of benefits to full time employees including parental leave. 7) *Talent Diversity*: TCS is an equal opportunity employer, embracing diversity in race, nationality, religion, ancestry, marital status, gender, age, ethnic origin, physical ability, and sexual orientation. Compensation levels are merit based which is determined by qualification, experience levels, special skills if any, and individual performance of employee. By a variety of initiatives and campaigns, the company celebrates the diversity within the workforce and promotes inclusion. The company has a well-defined and advanced Diversity and Inclusion Policy which focus on gender diversity, persons with disability and neuro diversity, sexual orientation, diversity of the mind, and generational diversity. 8) *Career Management*, TCS has taken multiple initiatives to develop employees and help to grow in their careers: iConnectishighly concerted tools developed to help employees reach out to senior mentors for guidance on career paths. 9) *Inspire* is the high potential program for mid-level employees. It helps identify high potentials as early as possible, invest in them continuously, helps faster growth, convert them to leadership roles, reward and recognize their efforts and success. 10) *Employee Engagement*:

- a) Cara: AI-based HR assistant who answers employee questions on HR policies.
- b) Milo: Chatbot to facilitate the mentoring process.
- c) Knome, Know Max, GEMS: This Platforms are for social link within the organization, learning, sharing and for rewards and recognition
- d) Safety First Initiative is for employee safety and security
- e) Fit4life: develops a network of health and fitness conscious employees and creates a culture of health
- f) Purpose4life: This platform is for offering community projects in the areas of education, health and environment
- g) Maitree: Community of employees and their families who plan activities that help develop a

bond between employees and help work-life balance.

h) PULSE: Our annual employee engagement and satisfaction survey is the organization's formal listening forum

i) TCS Cares: Aim of this program is creating healthy ways to build an emotionally strong and mentally robust workforce

j) Awards and recognition gain by TCS which shows Employer Branding at TCS: TCS recognized as a Global Top Employer for the fifth successive year by the Top Employer Institute for the best workplace policies, culture, continues investment in workforce, progressive digital up skilling and local hiring practices. TCS has been certified as the number one Top Employer in Europe, MEA, APAC and in 11 Countries: Argentina, Australia, Belgium, Chile, Denmark, Germany, Hong Kong, Saudi Arabia, United Arab Emirates, The United Kingdom and The United States.

TCS is known for its human resource practices in India as well as globally. The company lays emphasis on the overall development of its employees and also offers multilingual capability training modules. TCS enables its employees to meet their career objectives through rotation across projects, functions and locations globally. It also helps employees in building new skills and competencies, and promotes knowledge sharing and team building.

Case No. 3 : Employer Branding at WIPRO:

After starting off as a small producer of cooking oil in 1945, Wipro, one of India's most admired companies, is today a large diversified corporation by Indian standards. In quick time, Wipro has built three new businesses - enterprise solutions, infrastructure management and business process outsourcing that together account for 30% of total software revenues. As a strategic Human Resource Management (HRM) technique to become a business leader in the competitive environment, Wipro has initiated a system called People Capability Maturity Model (PCMM).

1) Culture at Wipro: Wipro laid a strong emphasis on shared beliefs and leadership values. Over the years, Wipro had built a strong and powerful top-management team of professionals. By and large, Wipro filled up senior positions from within, except for some

specific specialized requirements. "People come first" is an emotion experienced by every Wiproite. Wipro provides right atmosphere of work and career Growth for its employees and ensures that working at Wipro is an enjoyable experience.

2) The initiatives like 360 degrees appraisal system and skip level feedback encourage feedback at all levels. Employee perception survey is conducted annually by an external agency helps to understand the requirements for high employee morale. Wipro strive to provide an environment that is stimulating with high levels of motivation, empowerment and recognition, removing obstacles that hinder creativity. Wipro recognizes the contribution of their long serving colleagues through a comprehensive reward programme - Schemes include holiday packages with special facilities

3) Hiring and on boarding: At Wipro comprehensive on boarding program assisted by best-in-class a system which helps to adapt new talent. Organization recruitment process has become more comprehensive with diversity-focused sourcing. As an equal opportunity employer, organization do not discriminate on the basis of race, color, religion, sex, national origin, gender identity, gender expression, sexual orientation, disability status.

4) *Performance and Talent Management:* At Wipro there is development focused performance management system which is based on the principles of meritocracy, fairness and transparency. Organization quarterly assessment process continues to be a strong platform to boost open, constructive and meaningful feed forward discussions between employees and managers. At Wipro annual succession planning, and an annual 360-degree feedback survey where employees in middle and senior level roles receive feedback on 8 qualities from their teams, peers, internal customers, managers, and external customers.

5) *Employee Wellbeing:*

a) *Physical Wellbeing:* Wipro maintain a favorable work environment in line with Indian/International standards. A Food Safety Standards Authority of India (FSSAI) license is compulsory for vendors operating within Wipro owned locations in India. All facilities have safety committees, which meet quarterly

and participate in risk assessments, safety inspections, instance investigations and hygiene audits. More than 4000 permanent and contract employees participated in committees on safety, food, transport, etc. across India, to signify the interests of the work force.

b) *Emotional Wellbeing*: At Wipro there is employee counseling and support forum in India which is called as Mitra. As a part of Employee Assistance Programs organization provide employee counseling services.

c) *Financial Wellbeing*: Wipro continually try to provide compensation packages full-time and part-time employees with compensation packages appropriate with their skills and experience and in accordance with laws of the land. Wipro management compensation is now more closely associated with organizational objectives and commitments, and considerably rewards higher performance.

6) *Employee Experiences, Engagement and Communication*: Wipro introduced several global initiatives and communication channels to facilitate employee participation, engagement and feedback. These include All Hands Meets, Yammer blogs and employee connects with senior leadership, podcasts, collaborative platforms like MS Teams, WebEx and more. Employee Experience Survey is the formal tool to capture employee feedback annually.

7) *Digitization and Talent Analytics*: Wipro continue to hold the digital trend, transform our internal systems and find ways to use digitization and talent analytics to increase business outcomes and employee experience.

8) *Human Rights & Values at Wipro Human Rights related Policies and Commitment*: Wipro is committed to protecting and respecting Human Rights and easing rights violations when recognized. Providing equal employment opportunity, confirming distributive, procedural and interactional fairness, creating a harassment-free, safe environment and respecting fundamental rights are some of the ways by which organization respecting and protecting Human rights of employees. 9) *Awards and Recognitions*: Wipro Certified as Top Employer in Australia 2020, Wipro is certified as Great Place to Work, India, Wipro won Diversity and Inclusion awards (2019) 'Gender Inclusion' category at the NASSCOM

Case No.4 Employer Branding, HCL Technologies Limited:

It is an Indian multinational IT services company, headquartered in Noida, Uttar Pradesh, India. It is a subsidiary of HCL Enterprise. Originally a research and development division of HCL, it emerged as an independent company in 1991 when HCL ventured into the software services business. When it comes to setting a benchmark for employer branding, HCL Technologies Ltd. (HCL) is the one. It's unique "Employee First" philosophy has been recognized worldwide for empowering employees to become the drivers of growth. They believe in creating an environment that empowers employees to lead from the front. Following are the details of initiatives of HCL

1) *Talent Acquisition*: HCL leveraged digital technologies to enhance the quality and experience of our talent acquisition (TA) programs. HCL updated critical features of its recruiting workflow with automation by introducing Techruit, a technology transformation initiative for talent acquisition. It reduces the cycle time from screening to selection through improved process efficiency which results in an improved recruitment experience and quality. Under Techruit, there are three key initiatives bringing innovative transformation to HCL's Talent Acquisition: Recruitment automation for resume screening, Recruitment automation for pre-qualification/interest check, Recruitment automation for interviews and assessments.

2) *Talent Development*: The Company's Talent Development Centre of Excellence (CoE) is a key partner to current and future strategic requirements where business strategies are tied into talent development approach by understanding "What's driving the business and therefore what should be driving the People"

3) *Diversity and Inclusion*: The Company's diversity and inclusion strategy focuses on talent attraction, talent growth and talent retention and its corporate vision and strategy strongly recommends this principle of providing the employees with a work environment free of all kind of predispositions and full of growth opportunities where employees are assisted to reach their full potential

4) *Work Culture*: HCL prides itself in having a work culture that is transparent, employee-driven and solutions oriented. Through its primary Program RUNWAY, HCL management shares the strategy and vision for the company with all employees. By giving employees the power to be involved in big as well as small strategy decisions; HCL ensures that the employees are always glued in to what is happening in the company. This also facilitates the possibility of getting true, honest and constructive feedback from the employees - a practice that greatly helps improve offerings to clients and the work culture, in general

5) *Awards and recognition gain by HCL which shows Employer Branding at HCL*: The Company has been certified as the Top Employer Europe by the Top Employer Institute, earning the position of Top Employer for the first time in Germany, Netherlands, France, Poland and Sweden; Top Employer in the United Kingdom for the fourteenth consecutive year; and Top Employer in South Africa

Case No. 5 Employer Branding at Tech Mahindra Limited: Tech Mahindra Limited is an Indian multinational provider of information technology (IT), networking technology solutions and Business Process Outsourcing (BPO) to the telecommunications industry. Anand Mahindra is the founder of Tech Mahindra, which is headquartered at Pune, India. Though Mahindra was a well-known brand in India, people still associated it with the core activity of manufacturing. The Group had diversified into finance, retail, information technology etc and there were challenges in making people see the brand in a new light.

In order to establish Mahindra AFS as a preferred employer of choice, a look-in and look-out approach was undertaken. In the look-out approach, Mahindra is launched as an employer brand, social media is leveraged extensively to anchor the brand in chosen campuses and participating in a T-school ranking with an analytical based approach. They started an innovative program called 'Mahindra Igniters Day' where its entry-level engineering trainee scheme is positioned itself as a brand. In the look-in approach, the existing processes are examined and corrective actions are envisaged. Following initiatives

distinguishes Tech Mahindra from other brand

1) *Culture of openness and accessibility*: Tech Mahindra boosts transparency across its workforce and has a no-filter or transparent communication philosophy with our leaders encouraging a culture of openness and accessibility. We have developed and designed initiatives like All Hands Meets, Location Council meetings, Business Unit meetings, Floor-walks, Tech Mightea, amongst others to bring together Leaders and Associates and encourage them to participate in old-school conversations. Newsletters like Daily Buzz, News NXT, and Share worthy etc. update our employees about the activities within Tech Mahindra and the kind of impression we are building in the world. Associates can also directly connect with the leaders through external social

2) *Redressed Committee*: Tech Mahindra also having Redressal committee, which addresses all concerns raised by the employees and resolves them in a fair and transparent manner

3) *Grievance Handling Mechanism*: At Tech Mahindra also have grievance handling mechanism in place to handle all issue that occur between an associates at Tech Mahindra. The CARE (Connect with Employee and Resolve with Engagement) platform gives employees the chance to raise interpersonal issues like mistreatment and aggravation

4) *Free Voice Platform*: Tech Mahindra have a platform called Free Voice where associates can share opinions, complaints and suggestions secretly, which result into several improvements in organization policies and practices

5) *Human Right Policies*: Tech Mahindra also implement policies on various aspects of Human Rights like POSH, CEBC, Anti-Bribery and Corruption Policy

6) *Business Responsibility Policy*: Organization also has Business Responsibility Policy which directs the implementation of organization core values and culture

7) *Awards and Recognition* Tech Mahindra Certified as a Great Place to Work for period of February 2020 to January 2021. Tech Mahindra has won two Stevie Awards for their performance response to the Covid-19 pandemic. The company received a Gold Stevie for innovative use of HR Practices and a

Bronze Stevie for being the most appreciated employer across Asia Pacific. Mahindra Ranked 21 in India best companies to work for 2020 by the Great Place to Work Institute. Mahindra Tech also recognized as Best in Mega Employer and Best Companies for Career Management list.

Observations

1. Employer branding helps organizations to create a differentiating factor for them in the highly competitive labor market. This helps the organizations to retain and attract right talent leading to productivity and efficiency.
2. The employer brand essentially creates an image of the employer as 'A Great Place to Work For' The employees need to be involved in all stages of 'Employer Brand Development and Execution' so that it reflects the real employee experience in tune with the aspirations of the employees.
3. Some of the observations made about Employer Branding in Indian companies include Job Description, Salary and Bonus, Job Benefits, the Work life Balance and the Security and Stability that the job provides. The focus on employer branding continues to grow in India Inc. as it continues to be among the top improvement drivers for the market.
4. The overall status of the company affects the employer brand. The company's reputation, organizational structure and culture are the major factors that add to the employer brand. The relationship with the superiors, the relationship with subordinates and colleagues determines the work culture of an organization and contributes to employer brand.
5. While working for an organization an employee always look for self development. The career opportunities provided by an organization is the main criteria that the employee is looking for. With the future opportunities in mind the employee set his preferences to join a certain organization. The ethics and values the organization cherishes motivate the employee to stay in an organization.

Findings and Discussions

1. The more a candidate knows about Employer Brand, the more likely they are to be aware of organization as an employer. And if

the impression of company brand is positive, they are quite likely to think of organization as a Good Place to Work for.

2. A strong employer brand – as indicated by an individual having a positive impression of your company as a place to work - is twice as likely to be linked to job consideration as a strong company brand.
3. The salary and employee benefits continue to be the top priority among the Indian workforce while choosing an employer. The most influencing factors are Salary & employee benefits, long-term job security, work-life balance, pleasant working atmosphere, and financial health of the company are the most preferred criteria while choosing an employer.
4. Good work life balance is one of the most influencing factors for an employee to continue working with the current employer.
5. Use of social media remains the main communication channel being used to promote and enhance their employer brand.
6. The best employers should develop an employer brand which includes stakeholders from inside and outside the company. An employer value proposition should be clearly understood across all stakeholder groups.
7. Companies should put employees at the centre of their business strategy and drive improved business performance through engaging their employees to deliver a truly memorable customer experience.
8. Companies need to nurture a culture in order to build brand ambassadors from the inside. A word of mouth referral by an existing employee is a true source of competitive advantage.
9. Companies need to foster a culture that supports continuous learning and development as a support for Skill and Capability development for Talent Management.

Conclusion

Employer branding is a strategy that ensures the organisation is able to attract, engage and retain the building blocks of what is now recognised as a firm's source of greatest competitive advantage – its human capital. Today, an effective employer brand is essential for gaining competitive advantage. Increasingly, Indian corporations are becoming

intentionally strategic to utilize the employer brand to attract and retain talent for the expansion and growth. The increasing focus on competitive advantage is leading many Indian firms to rethink their employer brands.

Most importantly, it ensures that the best employees stay on longer, thus allowing the

company to carry on its operations smoothly. Ultimately, the key to a successful employer brand is to ensure that expectations are fully aligned with the realities of working for the organization.

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