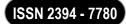
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EMPLOYER BRANDING IN TALENT MANAGEMENT- A STRATEGIC ROLE TO ATTRACT AND RETAIN TALENT

ABSTRACT

In the intensely competitive global IT sector, attracting and retaining young, skilled talent is critical for organizational success. This Research investigates the impact of employer branding (EB) practices on talent management within the Information Technology (IT) industry in Hyderabad, focusing specifically on professionals aged 20 to 35. Utilizing a structured questionnaire and convenience sampling, data was collected from 66 respondents to analyse their perceptions of EB, its influence on job acceptance, and its effect on attraction and retention metrics.

The findings reveal that while the target demographic shows moderate awareness of the term 'employer branding,' these practices significantly influence both the quantity and quality of applicant flow. Conversely, a significant association was found between an employee's department and their awareness of employer branding concepts, indicating a need for more uniform internal communication.

The study concludes that a consistently communicated, authentic employer brand enhances talent attraction, strengthens cultural alignment, and fosters high employee advocacy. Investing in transparent EB strategies is essential for organizations seeking to gain a competitive advantage and ensure long-term stability in a dynamic talent market.

Keywords: Employer Branding, Information Technology (IT), Talent Management, Human Resource Management, Talent Acquisition, Talent Retention, Young Talent, Employee Satisfaction.

INTRODUCTION

In today's extremely competitive global workforce attracting and retaining top talent has turned into an essential strategy for organizations across sectors. Traditional HR techniques are no longer the only way to attract and retain top talent, instead, digital marketing and human resource management (HRM) are integrating more and more to create and convey a strong employer brand. Employer Brading is a process of branding and marketing an organisation as an efficient employer. It is a way to maintain the perception of desirable place to work.

It was started first in early 1990's, and is widely used since then. The employer branding helps the organisation to show itself as a greater place to work. In today's highly competitive IT job market, a strong employer brand is an important aspect. The competition is not only about the product and service, it is also about the ability to attract, engage and retain top talent, as talent is known to be the biggest asset of the organisation. The perception about an organisation is already present in market through the experience of current employees, past employees and candidates, the employer branding helps in shaping that perception. A strong employer brand is a competitive advantage to an organisation.

The present study aims to examine the impact of employer branding on talent management and its practices in the IT sector of Hyderabad.

LITERATURE REVIEW

Employer Branding is "The package of functional, economical and psychological benefits provided by employment and identified with the employing company". (Ambler, 1996)

The study explains "Managers can use employer branding as an umbrella under which they can channel different employee recruitment and retention activities into coordinated HR strategy." (Kristin Backhaus, 2004)

The author says "As organisations seek both to attract new employees and retain existing staff, employment advertisement and employer branding will grow in importance." (Pierre Berthon, 2005)

The study concludes that by building a strong employer branding and an organisation can easily come into the consideration set of prospective employees especially the first-time job seekers. Resourcing the best candidates from a bigger talent pool rather than the available applicants would result in a more efficient talent acquisition (Pallavi Srivastava, (2010).)

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The researcher says "A good brand image in the market will help in getting right workforce at right time and -at the right place to have a control over the employee cost." (Sindhu, 2016)

The study shows the employer brand can be understood by the importance of various factors from the associated groups of Company and Strength, Culture and Environment, Job and People Work Life Balance, Salary and Benefits. Communicating these facets to current and prospective employees will help the organization to develop their employer brand effectively. (Pawar, 2018)

According to the research paper "There exists a moderate positive relation between the dimensions of employer branding and employee retention, the strength of association is approx. 52.8%". (Anney Chacko, 2020)

Author says Implementing an employer branding strategy in organisation is the key to win the war on acquiring and retaining the talented candidates. The key ways to believe an employer branding can positively impact the acquisition process. (Jeganathan, 2020)

The study shows "Employees who are working within the branded companies of IT industries as their occupation shows highly satisfied working under the branded company. Employment branding should be viewed as a long-term strategy; the brand image of organisation promotes. Employer branding is attracting and keeping young skilled employees is important and often difficult for today's business, it will help increase the satisfaction of your employees with other job and as a result shows lower recruiting costs and make your company high productive." (G. Shanmuga Priya and Dr. UmaRaman.M, 2021)

The author says that we clearly understood the connection between talent management and EB; there are studies defending that organisational talents management is strongly related to EB perception and that a positive employer brand is essential to attract and retain the best talents, conferring a competitive advantage to organisations, considering that HR employees believe in a strong connection between EB and talent strategic management. (Reis, 2021)

The research postulate that the antecedent of employer branding, such as job design, competitive compensation, organizational environment, career progression, and employers' prestige, causes to build employer brand image that eventually causes employees engagement and talent retention. The construct of employer brand image and employee engagement plays mediating role between antecedents of employer branding and talent retention. (Ahmed RR, 2022)

The study shows employees in branded IT companies report high satisfaction. Employer branding is a long-term strategy to build a strong company image. Attracting and retaining young talent is crucial, and employer branding can boost employee satisfaction, lower recruitment costs, and increase productivity. Businesses that neglect employer branding risk losing skilled workers to competitors in today's competitive talent market. (Loshna D and Dr.S. Piradeep, 2024)

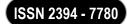
As per the study "Business should not only develop official employer branding programs but also pay more attention to the availability of information on the company websites and social media, recruitment campaigns, and advertisements if they would like to attract prospective applications." (Thang, (2024).)

The author states "An organization's capacity to draw in, engage, and keep top people is greatly improved by having a strong, genuine, and effectively articulated employer brand. Employers may increase employee loyalty, save hiring costs, and improve candidate quality by implementing a compelling employee value proposition, consistent messaging, and digital engagement." (Singh, 2025)

The study explains "Managers need to thoughtfully select employer branding activities that resonate with employees' perceptions and understanding of the company, intending to magnify their influence on performance along with increased satisfaction levels. An effective employer brand contributes to increased employee retention, satisfaction, and competitiveness for the organisation. Employer branding initiatives cultivate trust and loyalty among employees, thereby contributing to the development of brand equity." (Anupama Sharma, 2025)

This study provides compelling evidence that employer branding plays a pivotal role in attracting and retaining top talent within the IT industry in Hyderabad. The findings demonstrate that a strong employer brand significantly influences job attraction, acting as a key factor in drawing skilled professionals to organizations. However, the impact of employer branding on retention is more nuanced and is strongly mediated by internal factors, particularly career development opportunities. The study also reveals that younger professionals tend to be more influenced by employer branding than their more experienced counterparts, highlighting the need for targeted branding strategies tailored to different employee segments. (Ch Rajitha, 2025)

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RESEARCH GAPS

Employer Branding is emerging as an important element in human resource strategy. However, there remains a paucity of empirical research exploring its direct influence on specific talent management dimensions. Studies have previously focused on the role of employer branding in employee engagement and retention while its importance in the early stages of the talent lifecycle remain unexplored.

- 1. There is a limited number of studies investigating the relationship between employer branding and talent acquisition, particularly within the Indian IT sector context.
- **2.** There is also a lack of research examining the impact of employer branding on attracting young talent, especially individuals belonging to the emerging workforce segment aged between 20 and 35 years.

These gaps highlight's the need for further investigation into how employer branding practices shape the perceptions and decisions of young professionals in talent acquisition processes.

RESEARCH OBJECTIVES

The present study has been undertaken with the following specific objectives:

- **1.** To identify and analyse the existing employer branding practices adopted by organizations within the IT industry of Hyderabad.
- **2.** To examine the impact of employer branding practices on talent acquisition, with particular focus on understanding how these practices influence the attraction of young talent in the industry.

RESEARCH HYPOTHESIS

Hypothesis 1 – There is no significant difference between employer brand and attracting high volumes of applications with culturally fit candidates.

Hypothesis 2 – There is no significant relationship between employee department and awareness towards employer branding

RESEARCH METHODOLOGY

This study adopts a quantitative research design to examine the impact of employer branding on talent management and its practices within the IT industry of Hyderabad. The primary objective is to explore the relationship between employer branding initiatives and key talent management functions such as recruitment, development, engagement, and retention.

Data Collection Instrument

A structured questionnaire was developed as the primary data collection instrument. The questionnaire consisted of two main sections: the first section captured demographic information of respondents, while the second section included multiple statements related to employer branding and talent management, measured using a five-point Likert scale ranging from "strongly disagree" to "strongly agree." The items were framed based on existing literature to ensure content validity and contextual relevance.

Sample and Sampling Technique

The study focused on employees and employers working in IT organizations located in Hyderabad. A convenience sampling technique was employed to select participants due to the accessibility and relevance of the target population. A total of 66 valid responses were obtained and used for analysis. The sample primarily represented individuals within the age group of 20 to 35 years, reflecting the young and mid-career workforce segment of the IT industry.

Data Analysis

The collected data were coded and entered into the Statistical Package for the Social Sciences (SPSS) for analysis and interpretation. Descriptive statistical techniques were applied to address the research objectives. Descriptive statistics such as mean, standard deviation, and frequency distributions were used to summarize demographic and variable characteristics. Inferential statistical techniques such as Paired sample T-Test and Chi-Square Test were used to Statistical Analysis.

Ethical Considerations

Participation in the study was voluntary, and respondents were assured of confidentiality and anonymity. The data collected were utilized strictly for academic and research purposes. The research design and procedure ensured that ethical standards were maintained throughout the data collection and analysis process.

Data Analysis and Interpretation

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	Des	criptive Stati	istics							
Table -1	N	Minimum	Maximum	Mean	Std. Deviation					
2. Age	66	20	33	25.00	2.935					
3. Gender	66	0	1	.33	.475					
5. Years of Experience	66	.0	10.0	2.821	2.5268					
7. Have you ever heard the	66	1	4	2.24	.929					
term employer branding?										
8. Where do you usually	66	0	4	1.91	1.367					
form your first impression										
about a company as an										
employer?										
12. Have you ever rejected	66	0	1	.30	.463					
or ignored a company										
because its recruitment/branding felt										
recruitment/branding felt weak?										
13. Which factor motivates	66	0	5	1.97	1.636					
you most to accept a job	00	U	3	1.97	1.030					
offer?										
14. How likely are you to	66	0	4	2.36	.922					
apply to a company that:			-							
1.Has a strong social media										
presence promoting its										
culture										
2.Publishes stories about										
employees' career growth										
3.Engages with students										
through campus drives and										
hackathons										
4.Clearly communicates										
career pat 15. When you receive	66	0	4	1.52	.965					
multiple job offers, how	UU	U	4	1.32	.903					
much does the company's										
employer branding influence										
your acceptance decision?										
16. The company's branding	66	0	3	2.15	.864					
influences my experience										
during the recruitment										
process.										
1. I believe strong branding										
helps a company build a										
more diverse workforce.										
2. If I see a company has a										
positive image online, I will										
apply without hesitation. 3. When a										
17. Our company has a clear	66	1	3	2.24	.556					
and distinct Employee Value	UU	1	3	2,4 →	.550					
Proposition (EVP) that										
differentiates us from										
competitors.										
_										

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18. Our company's publicly communicated values and culture are an accurate reflection of the daily	66	0	4	1.97	.976
working reality. 19. The company actively promotes a culture of Diversity, Equity, and	66	1	4	2.42	.658
Inclusion (DEI). 20. Our leadership team is transparent about company strategy and direction.	66	1	4	2.58	.658
21. My work environment provides ample opportunities for career growth and skill development	66	0	4	2.45	.898
22. My work environment provides ample opportunities for career growth and skill development	66	0	4	2.79	.985
23. The company provides an authentic "day in the life" view of working here through digital content (e.g., videos, employee blogs).	66	0	4	1.97	1.067
24. The recruitment process (application, interviews, communication) effectively showcases our employer brand.	66	0	4	2.52	1.026
25. Our strong employer brand helps us attract a high volume of applications for open roles.	66	2	4	2.58	.609
26. Our employer brand successfully attracts candidates who are a strong cultural fit for the organization.	66	0	4	2.61	.742
27. Candidates show a high level of interest and enthusiasm in our company before the first interview.	66	1	4	2.64	.853
28. A positive employer brand reduces the time it takes to fill critical positions.	66	1	4	2.61	.653
29. A strong brand helps reduce our overall cost-perhire.	66	1	4	2.48	.614
30. The employer brand instills a sense of pride and loyalty that makes me want to stay long-term.	66	2	4	2.67	.591

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31. The promises made during the hiring process (based on the employer brand) have matched my reality working here.		0	4	2.36	.987
32. My team/department has a lower employee turnover rate because of our positive work environment.		1	4	2.55	.706
33. I feel motivated to refer qualified friends or colleagues to work here.	66	1	4	2.76	.703
4. Designation_code	66	0	27	14.42	8.019
6. Department_code	66	0	28	14.52	8.276
9. From which sources do you usually learn about a company's employer brand? (Select all that apply)_code		0	16	6.52	5.151
10. When looking at a company, which of these employer branding practices personally attract you the most? (Select all that apply)_code		0	17	6.48	5.151
11. Which hiring practices make you feel most attracted to apply for a role?_code		0	17	7.15	5.269
Valid N (listwise)	66				

"Source - Primary Data"

Interpretation

1. Demographics

- Age (Mean=25years) Respondents are relatively young overall, with ages ranging from 20 to 33.
- Gender (Mean=.33) Since 0 = female and 1 = male (likely), the mean suggests the sample is predominantly female.
- Years of Experience (Mean ≈ 2.8 years) Respondents are early-career professionals with limited work experience.

2. Awareness and Initial Perception of Employer Branding

- "Have you ever heard the term employer branding?" (Mean = 2.24 on a 1–4 scale) This indicates moderate awareness—people are familiar with the term but not strongly knowledgeable.
- "Where do you form first impressions about a company?" (Mean = 1.91 on a 0–4 scale) The relatively low-mid score suggests respondents rely on a mix of sources rather than one dominant channel (likely social media, websites, reviews, etc.).
- Rejected/ignored a company due to weak branding? (Mean = .30) A low average implies that only a small portion of respondents have actively avoided a company due to weak employer branding.

3. Job Offer Motivators

• Main motivator for accepting a job offer (Mean = 1.97 on a 0–5 scale) Because the mean is close to 2, respondents likely lean toward intrinsic factors (career growth, culture, learning opportunities) over only salary or perks.

4. Likelihood of Applying Based on Branding Activities

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• Engagement through employer branding (Mean = 2.36 on a 0–4 scale) Respondents are moderately influenced by strong social media presence, growth stories, campus drives, etc. These factors matter but are not decisive for all.

5. Influence of Employer Branding on Job Decisions

• Branding's influence when choosing among offers (Mean = 1.52) Employer branding has some influence, but not the strongest factor. Candidates consider it, but other factors weigh more heavily.

6. Perception of Employer Brand, EVP, and Company Culture

- Company has a strong EVP (Mean = 2.24 on 1–3 scale) Respondents somewhat agree that their company has a clear EVP.
- Values and culture match the reality (Mean = 1.97 on 0–4 scale) Slightly below mid-range → mixed perceptions. Some feel the company lives its values; others are unsure.
- DEI promotion (Mean=2.42) Employees generally agree that the company emphasizes DEI.
- Leadership transparency (Mean=2.58) This is relatively high, indicating positive perception of leadership communication.
- Career growth opportunities (Means=2.45and2.79) Respondents generally see good opportunities for growth and skill development.

7. Branding Through Digital Content

• Authentic "day in the life" content (Mean = 1.97) Perceived as moderately effective, meaning employees see some effort but not fully impactful.

8. Recruitment Process and Talent Attraction

- Recruitment showcases employer brand (Mean = 2.52) Respondents agree that the recruitment process reflects the brand well.
- Employer brand helps attract candidates & cultural fit (Means = 2.58 & 2.61) Indicates strong belief that branding positively affects the quantity and quality of applicant flow.
- Candidate enthusiasm (Mean = 2.64) Applicants generally show good excitement even before interviews, likely influenced by branding.
- Reduced time to hire & cost per hire (Means = 2.61 & 2.48) Respondents perceive that strong branding helps optimize hiring efficiency.

9. Employer Branding and Retention

- Brand instils pride and impacts retention (Mean = 2.67) Employees feel positively about their employer brand and believe it supports long-term loyalty.
- Promises during hiring match reality (Mean = 2.36) Indicates reasonable alignment, though not perfect—some discrepancies exist.
- Lower turnover due to positive environment (Mean = 2.55) Employees somewhat agree that branding and work environment help reduce turnover.
- Motivation to refer others (Mean = 2.76) This is one of the highest scores, suggesting strong employee advocacy, a hallmark of strong employer branding.

10. Multi-choice Coding Variables

- Sources of employer branding information (Mean = 6.52) Suggests respondents use multiple sources, indicating diverse exposure.
- Employer branding practices that attract them (Mean = 6.48) Again, multiple practices matter—no single factor dominates.
- Attractive hiring practices (Mean = 7.15) Candidates consider several factors before applying, showing that hiring strategy must be multi-dimensional.

Descriptive Summary

- **1.** The workforce is young and early in their careers.
- 2. Awareness of employer branding is moderate but growing.

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- **3.** Employer branding influences decisions—but not as the top factor.
- **4.** Employees generally perceive their company's brand, DEI, leadership, and recruitment practices positively.
- **5.** Strong employer branding is believed to attract better talent and create employee loyalty.
- **6.** Employees are willing to refer others, indicating satisfaction and trust.

Hypothesis of the Study

H0- There is no significant difference between employer brand and attracting high volumes of applications with culturally fit candidates.

H1- There is a significant difference between employer brand and attracting high volumes of applications with culturally fit candidates.

Test: Comparing Q25 vs Q26

- Q25: "Employer brand helps attract high volume of applications"
- Q26: "Employer brand attracts culturally fitting candidates"

RESULTS

Table-2

Statistic	Value
t-value	-0.306
Df	n – 1
Sig. (2-tailed)	0.760

"Source - Primary Data"

Interpretation

- There is no statistically significant difference between Attracting High volume applicants and attracting culturally fit candidates.
- Respondents rated both items very similarly.
- Employer brand is viewed as helping both:
- o Attracting many applicants (Quantity), and
- o Attracting culturally-fit (Quality) candidates to roughly the same degree.

Hypothesis of the Study

H0- There is no significant relationship between employee department and awareness towards employer branding.

H1- There is significant relationship between employee department and awareness towards employer branding

Table-3

Test	Value	df	Sig. (2-sided)
Pearson Chi-Square	159.133	84	0.000
Likelihood Ratio	(not requested)		_
Linear-by-Linear Association	_		_
N	All valid cases		

"Source - Primary Data"

Interpretation:

- The p-value (0.000, actual = 1.42e-06) is significant.
- This means Department_code and awareness of employer branding (Q7) are NOT independent.
- Awareness differs significantly across departments.
- A significant association exists between an employee's department and whether they have heard the term employer branding ($\chi^2(84, N = \text{sample}) = 159.13, p < .001$).
- This means some departments are much more aware of employer branding than others.

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Correlation matrix

There is a correlation between the branding perception and its items

Table-4

								_		_											. 1						_			_	_		-
							mpany be																									ng practiq	feel mos
Sao	1	4,04642	0.20921	-0.0812	442%	0,00004	407615	-0,1404	0.05562	4103	-0.00385	_	_	_	-0.00975	0.08393	_	_	_	-	11433	0.12780	-0.07113	0.12013	0.14114	0.08935	402272	0.04332	0.06715	-0.14338	0.251#	1,06628	41373
2.Age	-0.04642	- 1	011034	0.72064	0.16922	0.27508	0.15846	-0.08971	-0.05684	42341	0.2913	-0.30145	0.08222	-125-16	-0.19562	0.15183	0.12774	1129	0.07349	0.12046	0,14134	10934	0.06417	0.03436	0.0825	0.05312	0.00486	40404	0.12288	0.08233	0.17706	41145	-01236
3. Gender	0.20921	013034	- 1	0,0478	0.16266	00477	-0.1865	-0.42237	44:17	431336	-0.275	-035046	430966	41643	0.16413	021651	4,94385	1009	0.02304	0.07089	0.37844	0.15191	0.03304	0,1759	018282	-0.06565	100	0.24572	000077	-0.24784	0.25571	424313	0.0369
rs of Expe	-0.06312	0.72064	100	1	0,24809	406001	4/15817	-0.05418	0.06135	4008	021	-014379	0.09133	1057	0.13895	0.816	0.1119	40046	0.08233	0.13187	0.19334	0.0736	0.15981	0.03848	011817	0.13386	0.05762	01242	0.22250	0.06847	0.003	102331	-0.22905
rd the tern	10%	0.16922	0.16266	0,24809	1	4,07938	0.11258	11952	40325	01758	-0.08481	-0.29398	0,2796	0.1312	0,57038	100	0.15157	0338	0.06061	0.23885	0,3407	0.15179	0.00758	0.584	0.09946	02043	0.17065	4,04995	142315	4075	0.25794	0.18079	0.11179
st ingress	0.00704	0.27508	109477	-0,06001	-0,07928	- 1	1043	0,04003	-0.09542	411718	0.06397	0.19125	0.15932	1,488	0.02489	0.054	0.1235	41485	0.03389	0.17458	0,11588	107678	0.09707	0187	034306	0,2074)	100	0,07277	11042	001236	0.32577	413349	-0.00233
impany be	407615	0.15846	-0.1865	-0.05817	0.11258	0.0419	1	013416	0.09825	0.1962	01143	0.18818	0.08859	027856	0.1255	404038	1183	0.20577	-0.204	0,2458	418459	0.28332	-0.00616	0054	-10750	-01436	4043	-0.0542	0,3157	0.06301	-0.09225	0,07935	0.18266
tes you my	41404	-0.08971	44237	0.05418	-0.19752	0,04003	013415	- 1	-0.19656	0.30253	0.0208	-0.00561	0.21137	41025	-0.21231	417908	404225	10374	-0.00721	432197	421207	41847	-0.21282	41902	40742	0,00693	-0.17206	414027	409517	017162	01505	0.13801	0.2183
s about en	0.05562	-0.05684	4.6-17	0.06135	-0.03255	4050	0.09825	-0.19656	- 1	400623	0.08429	0.24534	02052	0,2976	0.30899	0.15998	0.15402	001138	-0.11343	1188	0.07771	0.20985	0.03713	0.11852	0.22502	0.12298	0.25793	0.37541	0.2992	0.29504	0.0047	416077	-0.35384
he compar	-0.18278	4.25341	-0.31336	-0.00085	41758	412728	0.1962	030253	-0.00629	1	-0.20592	0.2797	40013	0.18389	-0.13821	153	401276	-0.0045	-0.42752	0.001111	-05291	1006	40636	0.03937	-0.18005	-0.28/51	0.21369	4.03987	-011221	0.07801	-0.07291	10008	0.19629
ompany bu	4,00186	0.2913	425	021	-0.08481	106397	011423	0.02508	0.08429	420592	- 1	0.05045	0.00553	010076	0.22322	0.18764	0.22935	-03515	0.18825	12412	0.19068	0,24306	0.4349	0.14951	0 22121	0.22322	011475	0.16279	14907	0.13527	0.18968	1,0858	-083217
laive Prop	-0.08543	430145	-0.31046	014379	-0.29398	1313	0.18818	-0.00561	0.24534	0,2797	0.05045	- 1	0,24034	04735	0.45352	0,14564	02070	11984	-0.00653	0.21793	0.0113	031835	0.18208	0.10103	0.24973	017925	0.20662	0.45725	023175	0,045%	-0.002777	10959	-00421
d culture a	0.0941	0.03222	43066	0.09133	0.2796	0.15932	0.0889	0.21137	0.21752	4003	0.00553	0,14034	- 1	0.35578	0.07551	0.15644	13531	1298	0.3229	4,07369	0.03%	0004	0.11547	4.18053	135565	0.3572	-0.19899	4.00087	032597	0.0035	-0.107	1218	-019480
culture of	-0.12672	-125-16	41813	0.0057	61312	1288	0.27856	-0.1025	0.29976	1109	0.0076	0.47135	0.35578	- 1	0.42241	0.08317	0.18858	1000	-0.14839	0.30251	415672	133411	0.18005	0.15861	0.21125	-015172	0394	0.42549	0.23952	-0.03511	41749	41978	-025435
erent abou	-0.00975	-0.09562	01543	013895	0.07018	1049	0.1255	-0.21231	0.30899	40001	0.22322	0.45352	0.07551	042241	- 1	0.59226	1304	10811	0.00967	0,4654	0.4990	0.4887	03205	0.13627	0.34327	0.38362	0,14107	0.77283	14546	011184	0.12908	41560	-0.23864
poortunit	0.08393	0.15183	02161	0.2616	81341	0.1094	-11438	-0.17908	0,15898	-0.4523	0.0064	0.14564	0.15644	1030	0.59225	- 1	004114	417824	11761	-0.03581	0.59666	0.09857	0.25753	-0.333	0.4087	0.43591	-0.106	03734	13151	0.5041	0.12152	0.1313	-0.09005
poortunit	0.05534	0.12774	414385	01119	0.19157	0.1225	0.14313	-01425	0.15402	40125	0.21926	0.20752	0.34531	0.1858	838148	0,041,14	1	03/53/	0.5055	0.50448	0.1366	0.63953	0.29848	0.2297	0.40567	0.39731	0.39049	0.19125	04348	0,04759	0.28273	439792	-0.35546
of workin	0.12173	400949	10838	40045	0318	4146	0.20577	8.03474	001138	40045	-0.09515	-0.19484	0.3484	10027	0.06911	417824	03/534	- 1	0.35175	0.35877	0.17915	0.39964	-0.14983	0,1158	0.22798	0,3456	4.22301	4,0095	011665	0.19929	0,04769	0.10913	0.0063
s. commun	0.15772	0.07149	1000	0.08233	0.06061	0.0339	-0.204	-0.02721	4103	44752	0.3805	-0,00653	03229	41489	0.00967	100	0.5055	13375	- 1	0.05965	051316	0234	0.3072	10034	054346	0.4805	-0.13903	4,03747	13415	0.00812	0176	1055	-068172
ettract a hi	0.02894	012045	1,0708	0.13387	0.23885	11748	0,2458	-0.32187	0.588	00001	0.24302	0.21733	0.07369	13051	0.4654	-0.03581	05348	0.35877	0.05965	1	130542	15889	0.19206	0.47632	0.19958	031102	054662	0.4028	1356	012545	0.1962	413937	-0.19057
ndidates e	01428	0.14134	13784	0.19834	0.1407	0.11588	41359	-0.21287	0.07771	-05291	0.19068	00113	0.02576	415672	0.40901	0.59666	0.1366	017916	051316	030542	- 1	0.25649	0.18275	0.02048	24584	051574	0.00534	0.46317	0.08543	0.19199	0.15059	10055	0.07062
nd enthusia	0.12781	0.09834	153	107%	0.15179	1000	0.28332	-0.1847	0.20986	1005	0.24306	0.31835	0.09744	033411	0.4887	0.09857	0.6363	0.39364	025344	0.58689	0.25549	- 1	0.12548	0.4596	0.48879	0.45213	0.33468	0.45659	0.22537	-0.30436	0.39354	414137	-0.00809
uces the ti	-007113	0.06417	13334	0.15881	0.00768	105707	-0.00616	-0.21282	0.08713	-0.0636	0,4348	0.18208	4150	0.0005	0.32305	0,25753	1,2848	4,1488	0.3072	0.19296	0.18275	012548	1	0.0335	0.2928	013015	0.13952	0.19079	83434	0.29979	0.08864	-0.0338	0.06228
s reduce o	0.1203	0.03435	0,1759	-0.0348	0,1684	01267	0.0564	-0.15902	0.11852	0.03937	0,14851	0.10103	4.18053	(1981	0,13627	4103	0.2257	0.1158	-01034	047632	102348	0.4596	0.0225	1	0.19839	0,00924	0.65881	0.2053	017012	03165	0.17284	11144	0.0815
ide and lo	0.14114	0.08876	1100	0.11617	0.09346	134305	-017501	-0.07432	0.22602	41805	022121	824973	0,35585	121125	034327	0.40637	0.40567	0.22798	054348	0.19958	0.48834	0.48879	0.29236	0.19839	1	0.4753	855-17	0.32129	0.19276	-0.20356	0.44173	0.0843	0.04615
d on the e	0.08965	0.05312	4066	0.13386	0.2043	1204	-0.04285	0.00693	0.12298	12851	0.22322	017325	0.2672	405172	0.38362	0.43591	0.39791	12456	0.4806	03000	0.61934	0.45213	01305	0.00924	0.4758	- 1	0.19688	0.30651	150	0.2545	0.20476	017083	0.03067
e turrover	-0.02272	0.00486	-0.0918	0.06762	0.17065	0.0841	-0.0438	-0.17206	0.25793	0.71369	011475	0.20662	0.19899	0.0904	0,4307	418	0.39049	422300	-0.13903	0.54662	0.00534	033468	0.13952	0.65881	8.6E-17	019688	1	0.27068	1,08354	0.13315	0.10775	42307	-0.07223
affed fre	0.04332	-0,0434	0.24572	01242	-0.04996	0.07277	46542	01407	0.37541	4090	0.16279	0.45725	4,00007	0439	0,77233	03724	0.19135	4,0095	-0.08747	0.4008	0.46317	0.46659	0.19079	0.2053	032119	030651	0.27068	1	0.25322	0.345	0.13699	41798	-0.05639
signation	0.06716	0.12288	0.01077	0.22292	0.02315	01042	0.1057	-0.09517	0.2992	411221	0.43927	0.23175	0.30397	0.2952	0.45465	0.33051	1438	0.11565	03415	0.25156	0.0843	0.22537	0,14394	0.17012	0.19275	006007	0.08354	0.25322	1	-0.05579	0,1405	42181	-0.37439
partment	-0.14208	0.00233	124784	0.06847	4075	0.01236	0.06300	0.17162	-0.29504	0.07801	0.13527	0.04596	400185	40511	-0.11384	01901	0,04759	43939	0.00812	0.1295	419199	130436	0.29979	4336	4.20356	-0.2645	-0.13315	4.1846	413579	- 1	-0.1048	017522	0.00806
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ing practio	0.06628	41145	424313	0.02331	0.18079	413349	0.07935	0.18831	-0.16077	_	_	-0.08459	124163	419788	-0.15632	01313	4.33732	0.10913	0.01605	413937	0.0355	414137	40338	41944	0.0843	017063	0.22627	417948	42181	017522	0.02967	1	0.47239
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"Source-Primary Data"

Interpretation

- Many Employer Branding Perception items (employer brand helps attract a high volume of applications and refer qualified friends or colleagues) show weak-to-moderate correlation with each other.
- Designation and Department shows a weak relationship(r≈-0.03)
- Some experience and motivation variables show moderate correlation.

Example: Employer branding practices with hiring practices (≈ 0.42)

CONCLUSION

The findings of this study demonstrate that employer branding plays a role in shaping employees' perceptions, job application decisions, and long-term engagement. The descriptive results indicate that respondents, who are largely young and early-career professionals, show moderate awareness of employer branding but is growing. Employer branding influences decisions, but not as the top factor. Employees generally perceive their company's brand, Diversity, Equality and Inclusion, leadership, and recruitment practices positively. These elements collectively influence how potential and current employees interpret the employer brand and make career decisions. Strong employer branding is believed to attract better talent and create employee loyalty. Employees are willing to refer others, indicating satisfaction and trust.

Inferential analysis strengthened these insights. The paired-samples t-test comparing responses on employer branding's ability to attract a high volume of applicants (quantity) versus culturally fitting applicants (quality) found no statistically significant difference (t = -0.306, p = 0.760). This implies that employees perceive employer branding as equally effective in enhancing both the quantity and quality of talent inflow. This reinforces the integrated role employer branding plays in shaping recruitment outcomes and the chi-square test examining the relationship between employees' departments and their awareness of the term employer branding revealed a highly significant association ($\chi^2 = 159.133$, df = 84, p < .001). This indicates that awareness levels differ considerably across departments, showing the need for more uniform internal communication and exposure to employer branding initiatives. Some departments are more aligned with branding concepts than others, potentially affecting how consistently the employer brand is understood and promoted internally.

The correlation analysis shows that employer branding perception items (employer brand helps attract a high volume of applications and refer qualified friends or colleagues) have weak to moderate relationships, indicating that each variable represents a different but related aspect of employer branding. Both Designation

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code and Department code show almost no correlation with branding perceptions ($r \approx -0.03$), suggesting that employees across roles and departments view employer branding similarly. A few variables, such as employer branding practises and recruitment practises, show moderate correlation (≈ 0.42), indicating that certain attraction and hiring practices align more closely in shaping employee motivation and experience. Overall, the findings suggest that employer branding is multi-dimensional, relatively consistent across employee groups, and influenced more by individual experiences than structural factors. The research focused only on IT sector in Hyderabad and age group of 20-35 reflecting young Talent. For future research longitudinal studies recommended in different sectors with different demographic profile. The results clearly show that employer branding is a multidimensional construct that influences both recruitment outcomes and internal employee perceptions in meaningful ways. While its impact varies across specific factors and departments, the overall pattern indicates that a well-crafted and consistently communicated employer brand can enhance talent attraction, strengthen cultural alignment, and improve employee engagement. As organizations continue to evolve in a competitive talent landscape, investing in authentic, transparent, and employee-centred branding strategies will remain essential for sustaining long-term organizational success.

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