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

¹Dr. Swarupa Pelleti, ²Baggi Meghana, ³Dosapati Vaishali, ⁴Gandla Sowmya and ⁵Pakanati Kushali

¹Professor, KLEF
^{2,3,4,5}BBA 3rd year, KLEF

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 Branding 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).)

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)

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 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

Descriptive Statistics					
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 term employer branding?	66	1	4	2.24	.929
8. Where do you usually form your first impression about a company as an employer?	66	0	4	1.91	1.367
12. Have you ever rejected or ignored a company because its recruitment/branding felt weak?	66	0	1	.30	.463
13. Which factor motivates you most to accept a job offer?	66	0	5	1.97	1.636
14. How likely are you to 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	66	0	4	2.36	.922
15. When you receive multiple job offers, how much does the company's employer branding influence your acceptance decision?	66	0	4	1.52	.965
16. The company's branding 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	66	0	3	2.15	.864
17. Our company has a clear and distinct Employee Value Proposition (EVP) that differentiates us from competitors.	66	1	3	2.24	.556

18. Our company's publicly communicated values and culture are an accurate reflection of the daily working reality.	66	0	4	1.97	.976
19. The company actively promotes a culture of Diversity, Equity, and Inclusion (DEI).	66	1	4	2.42	.658
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-per-hire.	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

31. The promises made during the hiring process (based on the employer brand) have matched my reality working here.	66	0	4	2.36	.987
32. My team/department has a lower employee turnover rate because of our positive work environment.	66	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	66	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	66	0	17	6.48	5.151
11. Which hiring practices make you feel most attracted to apply for a role?_code	66	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 \approx 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

- 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.

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:
 - Attracting many applicants (Quantity), and
 - 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.

There is a correlation between the branding perception and its items

	Sno	2 Age	3 Gender	4 Expect the test	5 Impression	6 helps you me about	7 edible	8 compulsory	9 blue	10 Pure	11 culture	12 absent	13 abundant	14 journal	15 of work	16 communit	17 contract	18 holidays	19 and enthusias	20 the 16	21 reduce	22 and top	23 on the	24 eat	25 pulled	26 negotiation	27 partner	28 a	29 comparing	30 practical				
1	Sep	-0.0484	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832				
2	Sep	0.0484	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832	0.2832				
3	3 Gender	0.2832	0.1034	-1	0.0478	0.1636	0.0947	-0.085	-0.4237	0.487	0.3338	-0.275	0.0349	0.3066	0.1643	0.1643	-0.1251	0.0493	0.1899	0.0234	0.0769	0.3794	0.1539	0.0384	0.1739	0.0328	-0.0695	-0.0919	0.1457	0.0177	-0.2474	0.2579	-0.1433	0.01
4	4 Expect the test	0.2832	0.1034	-1	0.0478	0.1636	0.0947	-0.085	-0.4237	0.487	0.3338	-0.275	0.0349	0.3066	0.1643	0.1643	-0.1251	0.0493	0.1899	0.0234	0.0769	0.3794	0.1539	0.0384	0.1739	0.0328	-0.0695	-0.0919	0.1457	0.0177	-0.2474	0.2579	-0.1433	0.01
5	5 Impression	0.2832	0.1034	-1	0.0478	0.1636	0.0947	-0.085	-0.4237	0.487	0.3338	-0.275	0.0349	0.3066	0.1643	0.1643	-0.1251	0.0493	0.1899	0.0234	0.0769	0.3794	0.1539	0.0384	0.1739	0.0328	-0.0695	-0.0919	0.1457	0.0177	-0.2474	0.2579	-0.1433	0.01
6	6 helps you me about	0.2832	0.1034	-1	0.0478	0.1636	0.0947	-0.085	-0.4237	0.487	0.3338	-0.275	0.0349	0.3066	0.1643	0.1643	-0.1251	0.0493	0.1899	0.0234	0.0769	0.3794	0.1539	0.0384	0.1739	0.0328	-0.0695	-0.0919	0.1457	0.0177	-0.2474	0.2579	-0.1433	0.01
7	7 edible	0.2832	0.1034	-1	0.0478	0.1636	0.0947	-0.085	-0.4237	0.487	0.3338	-0.275	0.0349	0.3066	0.1643	0.1643	-0.1251	0.0493	0.1899	0.0234	0.0769	0.3794	0.1539	0.0384	0.1739	0.0328	-0.0695	-0.0919	0.1457	0.0177	-0.2474	0.2579	-0.1433	0.01
8	8 compulsory	0.2832	0.1034	-1	0.0478	0.1636	0.0947	-0.085	-0.4237	0.487	0.3338	-0.275	0.0349	0.3066	0.1643	0.1643	-0.1251	0.0493	0.1899	0.0234	0.0769	0.3794	0.1539	0.0384	0.1739	0.0328	-0.0695	-0.0919	0.1457	0.0177	-0.2474	0.2579	-0.1433	0.01
9	9 blue	0.2832	0.1034	-1	0.0478	0.1636	0.0947	-0.085	-0.4237	0.487	0.3338	-0.275	0.0349	0.3066	0.1643	0.1643	-0.1251	0.0493	0.1899	0.0234	0.0769	0.3794	0.1539	0.0384	0.1739	0.0328	-0.0695	-0.0919	0.1457	0.0177	-0.2474	0.2579	-0.1433	0.01
10	10 Pure	0.2832	0.1034	-1	0.0478	0.1636	0.0947	-0.085	-0.4237	0.487	0.3338	-0.275	0.0349	0.3066	0.1643	0.1643	-0.1251	0.0493	0.1899	0.0234	0.0769	0.3794	0.1539	0.0384	0.1739	0.0328	-0.0695	-0.0919	0.1457	0.0177	-0.2474	0.2579	-0.1433	0.01
11	11 culture	0.2832	0.1034	-1	0.0478	0.1636	0.0947	-0.085	-0.4237	0.487	0.3338	-0.275	0.0349	0.3066	0.1643	0.1643	-0.1251	0.0493	0.189															

“Source-Primary Data”

- 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($r \approx -0.03$)
- Some experience and motivation variables show moderate correlation.

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

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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