FACTORS INFLUENCING EMPLOYER BRANDING

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Abstract

The field of EB is an area of growing importance and attention. Although the idea of attracting, retaining and recruiting employees is not a new one, the idea of the employer brand indicates a more cognizant attitude of companies as employers by attracting potential employees and as a result a more considered approach by firms themselves. All over the world social media recruiting has been acknowledged as a new and feasible way of recruitment in the recent times. As a result of globalization and liberalization, competition of labor markets has increased and the war for talents has intensified. In addition, employment and retention of the new talent has been significant due to continuous growth of an organization. The main reason is that the human capital creates value for the firm and enhances the organizational performance. Hence, employer branding has drawn considerable attention recently. Hence this study is important keeping in mind the need for successful EB initiatives in the context of job seekers.

Keywords: *Corporate brand, economic factor, employer branding, recruitment, social factor.*

Introduction

Employer branding (EB) is defined as the package of psychological, economical, and functional benefits that potential employees associate with employment with a particular company. The term "employer brand" was first defined in the mid-1990s. It denoted an organization's reputation as an employer, as opposed to its more general corporate brand reputation. Building a strong employer brand did not become a major focus until the period between 2004 and 2008, when in response to the growing competition for talent, leading companies like Unilever, Shell and P&G began to apply the same effort and consistency to their employer branding as they applied to their corporate and consumer branding. This led to the development of an Employee Value Proposition, which defined the key benefits offered by the company to the employees as an employer, and the production of employer brand guidelines, which aimed to bring greater consistency to the company's recruitment advertising. Employer branding was predominantly outward facing and fell primarily under HR's responsibility. Since this period, the rise of social media has made companies much more transparent. People are far more likely to trust a company based on what its employees have to say than on its recruitment advertising. This means that talent attraction relies far more heavily on employee engagement and advocacy.

The process and aim of EB is similar to the way customers buy products, and potential employees select organizations. In marketing, branding of products is done for increasing purchase intentions, while in the process of EB, employees (both potential and current) perceive branded companies to apply for jobs (CIPD, 2007). There are various initiatives taken by organizations to make attractive content, through different sources on online platforms, to keep its audience engaged with their company. Social media marketing activities and online engagement create positive

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employer brand equity. EB initiatives have the power to attract and retain the best resources. Respondents for the survey were Indian individuals who are doing/completed their post-graduation, were looking for jobs and are exposed to various social media EB initiatives of organizations. The perception of source credibility and level of online engagement may vary by job seekers, hence it was important to study what role they played when social media marketing activities are carried out to increase employer brand equity and their intent to apply. However, the scope is not limited to this group of individuals, but is more universal in approach as all the constructs were measured using standard tests, and the organizations selected were multinational corporations from different sectors.

Need for the Study

With the huge changes and challenges in the business world, the companies are adopting many new strategies to face the challenges in this competitive world. The companies are making new developments to attract the customers and the new strategies are being developed to retain the talented employees in the organization. The new trend of taking measures to attract and retain the employees which shows the impact on internal branding of the company is the basic need of the study. The study is intended to know the measures followed by the company to increase their internal brand image and how the company is retaining its employees in the organization without any disturbances of the employees moving to other companies.

Significance of the study

The world economic order is changing rapidly. Evolutionary changes are taking place at revolutionary speed, largely pushed by strong external forces, arising out of a desire to increasing competitiveness and efficiency (Geringer et al. 2002). Everyone today is talking about employer branding. Employees are becoming savvier about their workplace brand, thanks to the increasing use of social media and Internet. Various websites like Glassdoor.com, Salary.com and PayScale.com enable employees to compare salary and company ratings. Such an environment has created challenges for an organization to attract and retain its workforce. Recently, fierce competition amongst the industries has forced the organizations to differentiate themselves from the competitors by providing the employees with certain package of benefits. This, in turn, helps the organizations to earn the label of great place to work and most attractive employer (Tanwar, 2017). In the current employment environment where the war for talent has intensified, employer branding is fast emerging as a strategic HR tool to attract and retain talented workforce, which in turn helps an organization deliver better service quality to the customers (Rampl & Kenning, 2014). It is a new discipline that has emerged in the recent past and is being used by the firms to promote inside and outside, a clear view about what makes it different and desirable as an employer (Backhaus &Tikoo, 2004). Employer branding is a contemporary research topic in HR literature and has captured a lot of attention in recent years. With the growing competition, it has become difficult for organizations to manage their human resources effectively. In order to attract and retain the right candidate, organizations have opted for employer branding strategy (Figurska &Matuska, 2013).

Employer branding helps an organization in identifying the important attributes that are embraced by potential and existing employees (Jiang & Iles, 2011). These attributes are termed as package of benefits which are marketed both internally and externally in order to earn the label of most attractive employer. Thus, employer branding offers a unique employment experience to existing and potential employees (Edwards, 2009). Chhrabra and Mishra (2008) have defined EB as the process of creating an identity and managing the company's image in its role as an employer. EB is used not only to transfer the message of the personality of a company as an employer of choice, but it also has been used to adapt the tools and techniques usually used to motivate and engage employees.

Since the transformation from the industrial era to knowledge, human resources have been one of the significant advantages in order to gain a competitive edge for major economies. Today, the role of employees is recognized as highly important in developing and achieving an organizational brand. In this sense, the term brand is "a recognizable and trustworthy badge of origin and also a

promise of performance" (Feldwick, 1991). To attract and retain the most talented individuals, organizations apply brand management principles to human resources, which has led the introduction of employer branding concept to the organizational literature.

Statement of the Problem

Many companies have come into existence. The competition has also increased drastically when compared to the past times. The companies' strategies have also changed to meet the demands of the employees in the organization. Lots of jobs are outsourced to India. Many MNCs have started opening their offices. This has resulted in competition to hire and retain talents. This has become a challenge. It's an employee's market. They should feel that they are working for a good company. Employer branding is important today. Companies expect more quality productivity in a minimum period of time, technical and soft skills from the employees and ability to learn the changes in a short span of period. Companies should think differently to attract talents, rather than giving salary hike. Trend of salary and compensation is not healthy. It may lead to India becoming uncompetitive in the international market. In a hurry to recruit people, many companies are hiring people without capability, skills and right attitude. After 5 years, they will realize that, it is expensive to do so. Giving 30 to 40% salary hike annually may not be sustainable in the long term. Hiring would become matured after 5 years. They will attract people with job content, rather than compensation. Employees should look for 'right fit' for their skills. All this will ensure less attrition rate. All these will be possible only through the human resources who are employed by the company. Employer branding plays a key role in every aspect regarding the human resources in an organization. The employer branding works out not only internally but also externally outside the organization.

Objectives of the study

- ✓ To study the impact of employer branding on the employees of companies
- ✓ To identify the factors influencing the employer branding
- ✓ To know about the work environment and organizational management of the companies
- ✓ To ascertain the opinion of employees on reward strategies followed in the organization
- ✓ To examine the relationship between employer branding and talent acquisition

Scope of the Study

The areas covered in the study are values of the employees, employer branding practices, impact of employer branding practices on employees, safety measures followed, compensation packages and facilities provided.

Reliability and Validity of Research Instrument

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring. The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. Validity refers to the degree to which an instrument measures what it is supposed to be measuring.

In order to test the reliability and validity of research instrument (Questionnaire), the same was administered to 25 respondents. Initially, the Cronbach's coefficient alpha is used to measure the reliability of the questionnaire. For that, a survey was carried out with the help of the questionnaire to the same sample employees of the companies in southern districts of Tamilnadu on two occasions and then the scores obtained by computing a reliability coefficient were compared. The higher value of Cronbach's coefficient alpha reflects a higher degree of internal consistency.

Further, Kaiser-Meylen-Olkin measure of adequacy test and Bartlett's test of sphericity were done on the final test score to measure the homogeneity of variables and to test for the correlation

among the variables used respectively. They were performed in assessing the validity of the research instrument. As the rule of thumb of Kaiser, KMO should be 0.60 or higher in order to determine the homogeneity of variables. If the significant value is less than 0.05 in Bartlett's test, there exists a significant relationship between the variables.

Construction of Tools

The researcher herself prepared the questionnaire used in this study. Before preparing the questionnaire the researcher contacted various experts and had number of discussions with different employees. From the various discussions and references, the researcher has prepared the questionnaire in a proper format. The prepared questionnaire has been tested through the selected 25 sample respondents. Further the researcher had an in-depth analysis with the support of the questionnaire prepared for final study. After that the researcher finalized the final well structured questionnaire with the support of and contribution from various field experts and employees.

Collection of Data

Primary data were collected from the selected respondents by the questionnaire method with the help of pre-tested comprehensive questionnaire specially designed for the purpose. Questionnaire was constructed for employees. The questionnaire for the employees covered aspects such as age, gender, marital status, educational qualification, designation, monthly income and working experience. Secondary data were also collected from books, magazines, journals oral newspapers.

Sampling Procedure
- ✓ Sampling Unit: Employees
- ✓ Sample Size: 150
- ✓ Sampling Method: Purposive sampling

Review of Literature

Ibrahim, N.S., Hashim, J., & Rahman, R.A. (2018)[1] in their study entitled, "The Impact of Employer Branding and Career Growth on Talent Retention: The Mediating Role of Recruitment Practices in the Malaysian Public Sector", discuss the determinants of talent retention and its relationship with employer branding, career growth and recruitment practices within the context of education, science and technology and medical sectors of the Malaysian public sector. This is due to attrition which is considered as brain drain in the Malaysian public sector. Employer branding that includes the aspects of marketing and human resource management (HRM) in the public sector is less addressed currently so it is hoped that this research will contribute to the body of knowledge. The study uses quantitative method via self-administered questionnaires to be filled by professionals in the three sectors mentioned. The study expects the outcome of the research to contribute understanding the determinants of talent retention in Malaysian public sector. This paper culminates with suggested future research work.

Ravindra Sharma, Vipul Jain & S.P.Singh (2018)[2] in their study on, "The Impact of Employer Branding on Organizational Commitment in Indian IT Sector", they test the impact of employer branding on organizational commitment. To this end, a survey was conducted on a sample of 150 employees working in IT sector, India. The paper employs Pearson's r and multiple regression analysis to determine the effect of employer branding on organizational commitment. The study

[1] Ibrahim, N. S., Hashim, J., & Rahman, R. A. (2018). The Impact of Employer Branding and Career Growth on Talent Retention: The Mediating Role of Recruitment Practices in the Malaysian Public Sector. International Journal of Academic Research in Business and Social Sciences, Vol.8, No.(6), pp.1034–1039

[2] Ravindra Sharma, Vipul Jain, S.P.Singh (2018) "The Impact of Employer Branding on Organizational commitment in Indian IT Sector", IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Vol.20, Issue.1. Ver. V (January. 2018), pp.49-54

understands the role of employer branding from existing employees' perspective in a developing nation like India.

Karthika and Latha (2017)[3] made a study titled, "A Study on Employer Branding with Special Reference to Hirotec India Private Limited." They revealed that employer branding is the most recent and current trend in every organization today. Due to the lack of employer branding, organizations are facing lots of problems in retaining talented workforce especially in industries. The primary objective is to study on employer branding with special reference to Hirotec India Private Limited, Coimbatore. This study would help the Hirotec India Private Limited professionals to focus on the need for the development and exploration of effective Employer-Branding techniques and strategies/ interventions. In the present research, deductive research method has been followed. The field survey method was employed to collect the primary data from 219 respondents through a well framed questionnaire. The result indicated that the development value in employer branding influenced the employee's turnover intention. **Izlem Gozukara and Zeynep Hatipoglu** (2016)[4] in their study titled, "The Effect of Employer Branding on Employees' Organizational Citizenship Behaviors", investigate how employer brand affects organizational citizenship behaviors of the employees. The study sample included 281 participants. The data collection was performed using a set of questionnaires consisting of 49 questions related to employer attractiveness and organizational citizenship. The study results were analyzed using SPSS 23.0. The results demonstrate that the behavioral values of employer branding have a positive impact on employees' organizational citizenship behaviors, and there is a positive relationship between overall employer brand and organizational citizenship.

Measuring the Effectiveness of Employer Branding

Table 1 -Measuring the Effectiveness of Employer Branding

Sl. No	Methods	No. of Respondents	Percentage
1.	Higher quality of applications	30	20.0
2.	Reduction in time to hire	25	16.7
3.	Reduction in cost of hire	20	13.3
4.	Number of relevant applications	27	18.0
5.	Engagement and productivity after appointment	26	17.3
6.	Reduction in number of recruitment consultant partners	22	14.7
	Total	**150**	**100**

Source: Primary data

Table 1 clearly indicates that 20 per cent of the respondents said that higher quality of applications is the better method of measuring effectiveness of employer branding, 18 per cent of the respondents said that number of relevant applications is the better method of measuring effectiveness of employer branding, 17.3 per cent of the respondents said that engagement and productivity after appointment is the better method of measuring effectiveness of employer branding, 16.7 per cent of the respondents said that reduction in time to hire is the better method of measuring effectiveness of employer branding, 14.7 per cent of the respondents said that reduction in number of recruitment consultant partners is the better method of measuring effectiveness of employer branding and 13.3 per

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[3] Karthika and Latha (2017), "A Study on Employer Branding with Special Reference to Hirotec India Private Limited", International Journal of Research - Granthaalayah, Vol.5, No.(6), pp.527-543. https://doi.org/10.5281/zenodo.822662

[4] Izlem Gozukara and Zeynep Hatipoglu (2016) "The Effect of Employer Branding on Employees' Organizational Citizenship Behaviors", International Journal of Business Management and Economic Research(IJBMER), Vol 7(1),2016, pp.477-485

cent of the respondents said that reduction in cost of hire is the better method of measuring effectiveness of employer branding.

Preferred Perks other than Salary
　　　　An attempt has been made to find out the preferred perks of employees other than salary. The data have been collected from the employees and presented in Table 2

Table 2
Preferred Perks other than Salary

Sl. No	Preferred perks other than salary	No. of Respondents	Percentage
1.	Car/transportation benefits	44	29.3
2.	Health/wellness programs	27	18.0
3.	Daily services (Laundry/childcare)	19	12.7
4.	Encouraging hobbies	37	24.7
5.	Vacations abroad	23	15.3
	Total	**150**	**100**

Source: Primary data

Table 2 clearly shows that 29.3 per cent of the respondents have preferred Car/transportation benefits, 24.7 per cent of the respondents have preferred encouraging hobbies, 18 per cent of the respondents have preferred health/wellness programs, 15.3 per cent of the respondents have preferred vacations abroad and 12.7 per cent of the respondents have preferred daily services (Laundry/childcare).

SOCIAL VALUE FACTORS OF EMPLOYER BRANDING
Social Value Factors of Employer Branding among Different Gender Groups of Employees
　　　　In order to find out the significant difference in social value factors of employer branding among different gender group of employees in Southern Districts of Tamilnadu, 't' test is used with the null hypothesis as, **"There is no significant difference in social value factors of employer branding among different gender groups of employees in Southern Districts of Tamilnadu"**. The result of 't'test is presented in Table 3.

Table 3
Social Value Factors of Employer Branding among Different Gender Groups of Employees

Social Value Factors	Gender [Mean Score]		t Statistics
	Male	**Female**	
I believe in equality of respect and appreciation in an organization	4.0149	3.7475	2.597*
I enjoy working with an employer with high social status	3.9701	3.8182	1.856
Regular social meetings organized by employer makes me happy	4.0299	3.6768	3.414*
The ease of work and timely help in problems motivates me	4.0547	3.7125	2.973*
The availability of facilities and cordial environment brings satisfaction	4.1294	3.8081	3.873*

Source: Primary data　　　　*-Significant at five per cent level

From the above table, it is understood that the availability of facilities and cordial environment brings satisfaction and the ease of work and timely help in problems motivates me are the important social value factors of employer branding among the employees who are male, as their mean scores are 4.1294 and 4.0547 respectively. It is further understood that I enjoy working with an employer with high social status and the availability of facilities and cordial environment brings satisfaction are the

important social value factors of employer branding among the employees who are female as their mean scores are 3.8182 and 3.8081 respectively. Regarding the social value factors of employer branding among different gender group of employees, I believe in equality of respect and appreciation in an organization, regular social meetings organized by employer makes me happy, the ease of work and timely help in problems motivates me and the availability of facilities and cordial environment brings satisfaction are statistically significant at 5 per cent level.

Social Value Factors of Employer Branding among Different Age Groups of Employees

In order to find out the significant difference in social value factors of employer branding among different age groups of employees in Southern Districts of Tamilnadu, 'ANOVA' test is used with the null hypothesis as, **"There is no significant difference in social value factors of employer branding among different age groups of employees in Southern Districts of Tamilnadu"**. The result of 'ANOVA' test is presented in Table 4.

Table 4
Social Value Factors of Employer Branding among Different
Age Groups of Employees

Social Value Factors	Age [Mean Score]				F Statistics
	30-40	41-50	51-60	Above 60 years	
I believe in equality of respect and appreciation in an organization	3.9271	4.0625	4.0526	3.9667	1.787
I enjoy working with an employer with high social status	3.9167	4.0526	4.0100	3.9200	1.021
Regular social meetings organized by employer makes me happy	3.7646	3.9792	4.0000	4.1754	2.894*
The ease of work and timely help in problems motivates me	3.7375	3.9583	4.0667	4.1588	2.233*
The availability of facilities and cordial environment brings satisfaction	3.7896	4.0000	4.0833	4.2456	2.713*

Source: Primary data   *-Significant at five per cent level

From the above table, it is understood that I believe in equality of respect and appreciation in an organization and I enjoy working with an employer with high social status are the important social value factors of employer branding among the employees who are in the age group between 30-40 years as their mean scores are 3.9271 and 3.9167 respectively. It is further understood that I believe in equality of respect and appreciation in an organization and I enjoy working with an employer with high social status are the important social value factors of employer branding among the employees who are in the age group between 41-50 years as their mean scores are 4.0625 and 4.0526 respectively. The table highlights that the availability of facilities and cordial environment brings satisfaction and the ease of work and timely help in problems motivates me are the important social value factors of employer branding among the employees who are in the age group between 51-60 years as their mean scores are 4.0833 and 4.0667 respectively. The table further highlights that the availability of facilities and cordial environment brings satisfaction and regular social meetings organized by employer makes me happy are the important social value factors of employer branding among the employees who are in the age group of above 60 years as their mean scores are 4.2456 and 4.1754 respectively. Regarding the social value factors of employer branding among different age groups of employees, regular social meetings organized by employer makes me happy, the ease of work and timely help in problems motivates me and the availability of facilities and cordial environment brings satisfaction are statistically significant at 5 per cent level.

REPUTATION VALUE FACTORS OF EMPLOYER BRANDING

Reputation Value Factors of Employer Branding among Different Gender Groups of Employees

In order to find out the significant difference in reputation value factors of employer branding among different gender groups of employees in Southern Districts of Tamilnadu, 't' test is used with the null hypothesis as, **"There is no significant difference in reputation value factors of employer branding among different gender groups of employees in Southern Districts of Tamilnadu"**. The result of 't' test is presented in Table 5.

Table 5
Reputation Value Factors of Employer Branding among Different
Gender Groups of Employees

Reputation Value Factors	Gender [Mean Score]		t Statistics
	Male	**Female**	
I believe organizations are what they represent themselves as to the potential hires	3.8242	3.4815	3.189*
When my friends and relatives compliment me because of my company, I feel proud	3.9333	3.5333	3.779*
Brand image of the existing employer gives a cutting edge in future jobs	3.6303	3.5630	0.747
Impact of public about the reputation (good/bad) motivates or de-motivates me to be more/less productive	3.7515	3.4725	2.646*
I feel that the brand image (best/good/average/poor) influences my decision on longevity of services to the organization	3.5939	3.2889	2.485*

Source: Primary data   *-Significant at five per cent level

From the above table, it is understood that when my friends and relatives compliment me because of my company, I feel proud and I believe organizations are what they represent themselves as to the potential hires are the important reputation value factors of employer branding among the employees who are male as their mean scores are 3.9333 and 3.8242 respectively. It is further understood that Brand image of the existing employer gives a cutting edge in future jobs and when my friends and relatives compliment me because of my company, I feel proud are the important reputation value factors of employer branding among the employees who are female as their mean scores are 3.5630 and 3.5333 respectively. Regarding the reputation value factors of employer branding among different gender groups of employees, I believe organizations are what they represent themselves as to the potential hires, when my friends and relatives compliment me because of my company, I feel proud, impact of public about the reputation (good/bad) motivates or de-motivates me to be more/less productive and I feel that the brand image (best/good/average/poor) influences my decision on longevity of services to the organization are statistically significant at 5 per cent level.

Reputation Value Factors of Employer Branding among Different Age Groups of Employees

In order to find out the significant difference in reputation value factors of employer branding among different age groups of employees in Southern Districts of Tamilnadu, 'ANOVA' test is used with the null hypothesis as, **"There is no significant difference in reputation value factors of employer branding among different age groups of employees in Southern Districts of Tamilnadu"**. The result of 'ANOVA' test is presented in Table 6.

Table 6
Reputation Value Factors of Employer Branding among Different Age Groups of Employees

Reputation Value Factors	Age [Mean Score]				F Statistics
	30-40	41-50	51-60	Above 60 years	

I believe organizations are what they represent themselves as to the potential hires	3.5833	3.8958	3.7544	3.7000	1.301
When my friends and relatives compliment me because of my company, I feel proud	3.6667	3.8596	4.0417	3.7533	2.377*
Brand image of the existing employer gives a cutting edge in future jobs	3.5625	3.6875	3.7368	3.6000	0.990
Impact of public about the reputation (good/bad) motivates or de-motivates me to be more/less productive	3.5521	3.7083	3.8070	3.8667	2.346*
I feel that the brand image (best/good/average/poor) influences my decision on longevity of services to the organization	3.4167	3.5104	3.6000	3.6667	2.403*

Source: Primary data   *-Significant at five per cent level

From the above table, it is understood that when my friends and relatives compliment me because of my company, I feel proud and I believe organizations are what they represent themselves as to the potential hires are the important reputation value factors of employer branding among the employees who are in the age group between 30-40 years as their mean scores are 3.6667 and 3.5833 respectively. It is further understood that I believe organizations are what they represent themselves as to the potential hires and when my friends and relatives compliment me because of my company, I feel proud are the important reputation value factors of employer branding among the employees who are in the age group between 41-50 years as their mean scores are 3.8958 and 3.8596 respectively. Regarding the reputation value factors of employer branding among different age groups of employees, when my friends and relatives compliment me because of my company, I feel proud, impact of public about the reputation (good/bad) motivates or de-motivates me to be more/less productive and I feel that the brand image (best/good/average/poor) influences my decision on longevity of services to the organization are statistically significant at 5 per cent level.

Social Value Factors of Employer Branding
Social Value Factors of Employer Branding among Different Gender Groups of Employees

In order to find out the significant difference in social value factors of employer branding among different gender group of employees in Southern Districts of Tamilnadu, 't' test is used with the null hypothesis as, **"There is no significant difference in social value factors of employer branding among different gender groups of employees in Southern Districts of Tamilnadu"**. The result of 't' test is presented in Table 7.

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Social Value Factors of Employer Branding among Different
Gender Groups of Employees

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The ease of work and timely help in problems motivates me	4.0547	3.7125	2.973*

The availability of facilities and cordial environment brings satisfaction	4.1294	3.8081	3.873*

Source: Primary data   *-Significant at five per cent level

From the above table, it is understood that the availability of facilities and cordial environment brings satisfaction and the ease of work and timely help in problems motivates me are the important social value factors of employer branding among the employees who are male, as their mean scores are 4.1294 and 4.0547 respectively. It is further understood that I enjoy working with an employer with high social status and the availability of facilities and cordial environment brings satisfaction are the important social value factors of employer branding among the employees who are female as their mean scores are 3.8182 and 3.8081 respectively. Regarding the social value factors of employer branding among different gender group of employees, I believe in equality of respect and appreciation in an organization, regular social meetings organized by employer makes me happy, the ease of work and timely help in problems motivates me and the availability of facilities and cordial environment brings satisfaction are statistically significant at 5 per cent level.

Social Value Factors of Employer Branding among Different Age Groups of Employees

In order to find out the significant difference in social value factors of employer branding among different age groups of employees in Southern Districts of Tamilnadu, 'ANOVA' test is used with the null hypothesis as, **"There is no significant difference in social value factors of employer branding among different age groups of employees in Southern Districts of Tamilnadu"**. The result of 'ANOVA' test is presented in Table 8.

Table 8
Social Value Factors of Employer Branding among Different
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The ease of work and timely help in problems motivates me	3.7375	3.9583	4.0667	4.1588	2.233*
The availability of facilities and cordial environment brings satisfaction	3.7896	4.0000	4.0833	4.2456	2.713*

Source: Primary data   *-Significant at five per cent level

From the above table, it is understood that I believe in equality of respect and appreciation in an organization and I enjoy working with an employer with high social status are the important social value factors of employer branding among the employees who are in the age group between 30-40 years as their mean scores are 3.9271 and 3.9167 respectively. It is further understood that I believe in equality of respect and appreciation in an organization and I enjoy working with an employer with high social status are the important social value factors of employer branding among the employees who are in the age group between 41-50 years as their mean scores are 4.0625 and 4.0526 respectively. Regarding the social value factors of employer branding among different age groups of employees, regular social meetings organized by employer makes me happy, the ease of work and timely help in problems motivates me and the availability of facilities and cordial environment brings satisfaction are statistically significant at 5 per cent level.

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Work Environment among Different Gender Groups of Employees

In order to find out the significant difference in work environment among different gender groups of employees in Southern Districts of Tamilnadu,'t' test is used with the null hypothesis as, **"There is no significant difference in work environment among different gender groups of employees in Southern Districts of Tamilnadu"**. The result of 't' test is presented in Table 9

Table 9
Work Environment among Different Gender Groups of Employees

Work Environment	Gender [Mean Score]		t Statistics
	Male	**Female**	
I am provided with measures to ensure my security at work	3.8333	3.6043	2.020*
My workspace is ergonomically designed	3.8542	3.8201	0.363
I am provided with adequate infrastructure and facilities to perform my duties	3.9148	3.8681	0.419
My work place has a pleasant physical environment	4.2708	4.1117	1.784

Source: Primary data *-Significant at five per cent level

. From the above table, it is understood that my work place has a pleasant physical environment and I am provided with adequate infrastructure and facilities to perform my duties are the important work environment among the employees who are male as their mean scores are 4.2708 and 3.9148 respectively. It is further understood that my work place has a pleasant physical environment and I am provided with adequate infrastructure and facilities to perform my duties are the important work environment among the employees who are female as their mean scores are 4.1117 and 3.8681 respectively. Regarding the work environment among different gender groups of employees, I am provided with measures to ensure my security at work is statistically significant at 5 per cent level.

Organizational Culture among Different Gender Groups of Employees

In order to find out the significant difference in organizational culture among different gender groups of employees in Southern Districts of Tamilnadu, 't' test is used with the null hypothesis as, **"There is no significant difference in organizational culture among different gender groups of employees in Southern Districts of Tamilnadu"**. The result of 't' test is presented in Table 10.

Table 10
Organizational Culture among Different Gender Groups of Employees

Organizational Culture	Gender [Mean Score]		t Statistics
	Male	**Female**	
My company is committed to personal well being	4.0069	3.7633	2.698*
I am encouraged to give suggestions to improve the processes within the company	3.9318	3.9028	0.299
My company policies and procedures are open and transparent	3.9583	3.9508	0.078
My company treats all employees fairly and with respect regardless of gender, ethnicity, age, and religion	4.0170	3.9375	0.838
My company fulfills its commitment to society by engaging in various community services	3.9931	3.7239	2.413*

Source: Primary data *-Significant at five per cent level

From the above table, it is understood that my company treats all employees fairly and with respect regardless of gender, ethnicity, age, and religion and my company is committed to personal well being are the important organizational culture among the employees who are male as their mean scores are 4.0170 and 4.0069 respectively. It is further understood that my company policies and procedures are open and transparent and my company treats all employees fairly and with respect regardless of gender, ethnicity, age, and religion are the important organizational culture among the employees who are female as their mean scores are 3.9508 and 3.9375 respectively. Regarding the

organizational culture among different gender groups of employees, my company is committed to personal well being and my company fulfills its commitment to society by engaging in various community services are statistically significant at 5 per cent level.

Suggestions
- ➢ It is recommended that the company should provide on the job training facilities, so that the work will be completed within the stipulated time and the performance of the employees will also improve.
- ➢ It is suggested that the working conditions of employees should be improved by good ventilations, lighting, drinking water facilities and hygienic working conditions. These will help to improve the quality of work life in the company.
- ➢ Attitude surveys can be collected once in six months to analyze the suggestions of employees. Suggestions of employees may be productively considered for better work life.

CONCLUSION

Employer branding is vital so as to retain the employees in the organization and to increase the company's brand image. The findings would be useful for the organizations' management to improve their strategic planning to preserve their valuable employees, thus, building the human assets of the organization. It may also support the organizations' management in determining the value of certain HRM practices and expanding them to reduce employees' turnover intentions

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