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IMPACT OF EMPLOYER BRANDING ON TALENT ATTRACTION AND RETENTION

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Abstract: This study examines how employer branding influences both the attraction of potential candidates and the retention of existing employees. As competition for skill talent intensifies, organizations increasingly rely on strong and authentic employer branding to differentiate themselves in the job market. The research explores key factors which shapes employee perceptions and hiring decisions. Using a descriptive research design and primary data collected from about 50 respondents, the study analyzes how employer branding affects job seekers application intentions and employees' willingness to remain with their current organizations.

The findings reveal that a positive employer brand significantly enhances talent attraction, strengthens engagement, and reduces turnover, while inconsistencies between the brand message and actual employee experience negatively impact trust and retention. The study concludes that organizations must invest in transparent communication, employee well-being, career development, and strong leadership to build a credible employer brand that supports long-term workforce stability. Future research may explore industry-wise comparisons and the evolving impact of remote and hybrid work on employer branding strategies.

Index Terms - Employee Retention, Employee Experience, Employer Branding, Talent Attraction, Turnover Reduction.

I. INTRODUCTION

In the fast-changing labor market of today, organizations are confronted with rising challenges in attracting and retaining the best talent. With growing competition, changing employee expectations, and the expanding power of social and digital media, employer branding has become a key strategic tool. Employer branding is the organization's reputation and image as an employer that includes values, culture, and employee experience it reflects to current and prospective employees (Theurer et al., 2018). A strong employer brand not only helps improve an organization's potential for attracting better talent but also significantly contributes to retaining high performers, ultimately leading to long-term organizational success.

Over the past few years, there has been increasing research on employer branding, with academics studying its effect on talent attraction and retention (Lievens & Slaughter, 2016; Eger et al., 2019). Talent attraction describes an organization's capacity to attract qualified candidates whose aspirations and values align with the firm's culture and mission (Kashyap & Verma, 2018). Conversely, talent retention means keeping the current employees satisfied, engaged, and committed to the organization in the long run (Chawla & Lenka, 2018). Both are important to sustain a competitive edge, particularly in those industries where there is a lack of skilled labor.

Recent research has established that an employer brand that is positive highly impacts job seekers' perceptions and decision-making (Eidelson, 2018). For instance, a study by Sivertzen et al. (2018) identifies that employer appeal, such as career development opportunities, work-life balance, and corporate social responsibility, has a direct effect on job seekers' intent to apply for jobs. Further, employer branding not just influences recruitment but also creates employee engagement and lowers employee turnover. As Tanwar and Prasad (2019) explain, workers who identify with their employer's brand values are more likely to be loyal, leading to increased retention rates and organizational stability.

In addition, the evolving nature of work, such as the growth of remote work and the gig economy, has complicated and diversified employer branding (Saini & Jawahar, 2019). Organizations have to think now about how their brand is communicated through digital channels, social media, and job site review sites, since they have significant impact on both external and internal opinions (Rampl, 2019). Moreover, modern employer branding practices focus more and more on diversity, equity, inclusion (DEI) and corporate social responsibility, mirroring overall societal trends toward accountability and transparency (Kashyap & Chaudhary, 2019).

II. LITERATURE REVIEW

Backhaus & Tikoo in 2017 argued that a well-defined EVP attracts high-quality candidates by appealing to their personal and professional aspirations. (EVP is one of the major components of Employer Branding which can be defined as the unique set of offerings, benefits, values etc. that is provided to the employees of an organization by the organization on itself for their skills, capabilities etc.) as Lievens, F., & Slaughter, J.E. in 2016 also mentioned in their research "Employer Image and employer branding" that candidates are attracted to brands that align with personal values, effective employer branding shapes positive perceptions of the organization's culture, reputation etc. Edwards in 2018 explained when companies maintain a strong employer brand with a clear value proposition, they experience lower turnover rates. A strong employer brand helps an organization stand out in a crowded marketplace as -

- It attracts Top Talent.
- It enhances employee engagement.
- Improves the reputation of the organization.
- Cost savings in Recruitment.

Collins & Han in 2019 said that employer's brand perception significantly affects applicants' willingness to accept job offers, particularly when employer branding highlights career development and supportive work environments. A stronger employer brand enables companies to attract a diverse talent pool, which can lead to more innovation and higher employee engagement (Cable & Turban, 2020). It is so as a stronger employer brand encourages employee advocacy with satisfied employees sharing their positive experience.

Recent studies (2019-2024) have reinforced the significance of employer branding in talent management. Key findings include-

Sokro in 2022 argued that organizations with strong employer brands receive more job applications and higher-quality candidates. It was also mentioned by Ehrhart et al. in 2020 that job seekers prioritize reviews on platforms like Glassdoor and Indeed. Social media and professional networks such as LinkedIn and Instagram also play a crucial role in shaping employee's perceptions as mentioned by Jatoba et al. in 2021.

Employee Retention being a major concern for any organization was also mentioned by many researchers such as Kucherov & Zavyalova (2021), they argued how a strong employer brand reduces turnover by increasing employee satisfaction and engagement and it was also mentioned by King & Grace in 2019 that internal branding is as important as external to reduce employee turnover.

There are also many challenges in Employer Branding as many companies are not able to deliver what they promised in branding or in other words promising one thing in branding but delivering another in reality, (Mosley, 2020), also most of the small and medium enterprises face difficulties competing with large corporations in employer branding due to limited resources, (Alniacik & Alniacik, 2021).

Many authors have defined agency branding in several ways through including their specific perspectives to the concepts some of them are-

1. Saini (2023) - Employer branding is defined as a strategic approach to attract and retain talent by shaping an organization's identity as an employer.
2. Jaffari et al. (2024) - Jaffari and colleagues define employer branding as a comprehensive approach that includes various elements such as development opportunities, equality, work-life balance, and organizational culture, alongside traditional factors like compensation.
3. Mouton and Bussin (2019) - According to Mouton and Bussin (2019), employer branding is viewed as a strategic tool that shapes the organizational reputation and influences employee behavior.
4. Mihalcea (2024) - Mihalcea (2024) discusses employer branding as a dynamic and relationship-oriented process that connects the organization's identity with employee perceptions. He underscores that employer branding should be adaptable to changing market conditions and evolving employee expectations.

All the above definitions collectively highlight that employer branding is about creating a company distinctive and attractive in the eyes of potential and current employees.

Although employer branding enables an employer appeal to top talent however also has to undergo several challenges.

One of the predominant mission in employer branding is authenticity- it need to be ensured that an enterprise's authentic and true picture is being pondered. The enterprise brand must correctly constitute an business enterprise's way of life, real worker enjoy, specifically in a highly competitive marketplace.

A mismatch between branding message and the fact can motivate distrust and disengagement each internally with personnel and externally with applicants.

Authenticity entails paying attention to worker feedback and also keeping transparency concerning demanding situations and boom areas to construct a brand that is both appealing and credible fostering lengthy-time period believe and loyalty.

III. OBJECTIVES OF THE STUDY

Here are some new and unique aspects to consider that have not been fully addressed in previous research studies-

- To analyze the key determinants of employer branding that influence job seekers perception and decision.
- To evaluate the role of employer branding in employer retention.
- To identify best practices and strategies for strengthening employer branding to improve talent attraction and reduce turnover.

IV. RESEARCH METHODOLOGY

This study uses a descriptive research methodology to examine how employer Branding impacts talent attraction and employee retention. The methodology outlines the research design, sampling framework, data collection tools, and analytical techniques used to understand the relationship between employer Branding perceptions and outcomes.

Research Design-

The study adopts a Descriptive Research Design, as it aims to observe, describe and analyze existing attitudes, perceptions, and behaviours related to employer Branding among employees and job seekers. This design is suitable because the study does not manipulate variables but examines naturally occurring opinions and responses.

Sample Design-

Sampling Technique:

- Purposive Sampling Technique is used. This method was chosen to select respondents who have relevant experience or exposure to employer branding practices, such as working professionals or job seekers familiar with recruitment processes.

Sampling Elements:

- Employees from different organizations.
- Job applicants aware of employer branding practices.

Sample Size:

- 51

Data Collection-

Data Source:

- Primary data collected directly from respondents.

Data Collection Tool:

- Structured questionnaire based on Likert scale, multiple choice and open-ended questions.

Data Collection Method:

- Survey Method administered through digital forms.

4.1 Population and Sample

Sampling Elements:

- Employees from different organizations.
- Job applicants aware of employer branding practices.

4.2 Data and Sources of Data

Data Source:

- Primary data collected directly from respondents.

4.3 Theoretical framework

This study explains that employer branding influences both talent attraction and employee retention by shaping how individuals perceive an organization. Based on Signaling Theory, organizations communicate their values and work environment through branding, which affects job seekers' decisions. Social Identity Theory suggests that employees feel more connected to organizations with a positive image, increasing loyalty. Person-Organization Fit Theory highlights that alignment between individual and organizational values improves attraction and retention. Additionally, Psychological Contract Theory states that fulfilling promised expectations enhances employee satisfaction. Thus, employer branding acts as the key factor affecting attraction and retention, supported by elements like culture, leadership, and career growth.

V. RESULTS AND DISCUSSION

1. Demographic Profile

- Majority of respondents are in the 21-30 age range.
- Most participants have Bachelor's or Master's degree.
- A large proportion has 4-6 years of professional experience.

2. Awareness of Employer Branding

- Almost all respondents are familiar with the concept of employer branding.
- Participants believe that employer branding directly affects hiring decisions and employee retention.

3. Impact of Employer Branding on Job Choices

- Employer Branding strongly influences applicants during job selection.
- Key factors considered include:

- o Company culture
- o Salary and benefits
- o Work-life balance
- o Career growth opportunities
- o Employee feedback and reviews

4. Elements that attract talent

- Positive and supportive work environment.
- Competitive compensation and perks.
- Availability of training and learning opportunities.
- Transparent and effective leadership.
- Strong presence and reputation on digital platforms.

5. Negative factors that harm employer perception

- Unclear or misleading job descriptions.
- Poor or toxic workplace culture.
- Lack of promotion or growth opportunities.
- Heavy workload or stressful work conditions.
- Mismatch between employer branding and real employee experience.

6. Suggested improvements for employer branding

- Provide structured learning and development programs.
- Recognize and reward employee achievements.
- Improve internal communication.
- Maintain honesty about roles, expectations, and culture.
- Create an inclusive, supportive work environment.

7. Ways to improve retention

- Build a respectful and healthy workplace culture.
- Encourage employee feedback and participation.
- Offer clear career advancement options.
- Implement fair recognition and reward systems.

8. Overall interpretation

- Employer Branding significantly influences both candidate attraction and employee loyalty.
- Respondents prefer companies that offer genuine culture, growth opportunities, and transparency.
- Strong employer branding increases trust, while inconsistencies damage organizational reputation.

VI. CONCLUSION

This study highlights that employer branding is a crucial strategy for attracting and retaining talented employees. Strong branding enhances organizational credibility, reduces turnover, and promotes a positive work culture. However, maintaining authenticity is essential, as discrepancies between branding and reality can negatively impact trust and employee loyalty. Overall, employer branding must be consistent, employee-focused, and responsive to changing workplace trends.

VII. RECOMMENDATIONS

- Organizations must invest in authentic employer branding strategies to attract high quality candidates.
- HR departments should integrate employer branding efforts with onboarding, employee engagement, and performance initiatives.
- Social media presence should be actively managed to strengthen employer visibility.
- Leadership training is essential, as leaders significantly influence the internal perception of employer brand.

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