International Journal of Engineering & Technology, 7 (4.10) (2018) 137-143

International Journal of Engineering & Technology

Website: www.sciencepubco.com/index.php/IJET

Research paper



A Study on Employer Branding Dimensions in Selected IT Firms

S. Bharath[1]*, P. Nagesh[2]

[1]JSS Centre for Management Studies
Sri Jayachamarajendra College of Engineering, Mysore – 570 006, Karnataka, India
[2]JSS Centre for Management Studies
Sri Jayachamarajendra College of Engineering, Mysore – 570 006, Karnataka, India
**Corresponding author E-mail:sindu.koppa@gmail.com*

Abstract

The factors associated with branding were identified beneath communication/marketing remit. There existed no difference between the employer brand and consumer brand. Companies who had strong product/ service brand would de facto be attractive to potential employees. Today, companies require blended capabilities. Ultimately, it is the personal experience of the relationship that a person develops within an organization that determines the longevity and win-win consummation of association. An extended concept of relationship marketing principle is Employer branding. An endeavor has been made through this research with an objective to identify the Employer Branding Dimensions (EBD) in selected Information technology firms located in Bangalore from existing employee perspective. Study has been executed using structured questionnaire with Information Technology (IT) employees as respondents from various companies like, Infosys, IBM, NTT DATA, Marvell technologies, JDA software solutions. Data thus collected is analysed using software package and considering the factor loadings, key dimensions (factors) that constituted the Employer branding. The findings of the study emphasize that relationship among dimensions constituting individual employer branding highlights the complexity in its significance as no individual factor has dominant influence on Employer Branding. But many factors in combination acts on branding.

Key Words: *Employer Branding; Information Technology; Dimensions*

1. Introduction

Highly prolific period of employees' life is spent in the organization. Employees emanate the values and culture of the organization they work and outsiders will typically compare and contrast the information received from them. When employer is viewed constructively by employees and by others, organization affiliation enhances one's self-esteem and organization identification is expected to be strong. The reverse happens when the employer is held in low regard.

Definitely the spot light on employer branding has enhanced over the previous few years. Globalization and occurrence of service economies have augmented the demand for skilled and talented workforce. Companies across the globe are developing their image through systematic application of marketing principles to *recruit* and *retain* employees.

The global financial crises of 2008-2010, has an impact on aspects of economic life, resulting in cost cutting across the board. In times of financial and economic distress it is the best talents which will help the organization to strive through and sustain performance.

Johnson & Roberts (2006)[1] cited a study that indicates 40% of job seekers ranked treatment of employers highest in their perception of organization and place to work while 29% ranked quality of products or service as most important factor.

Research by the Charted Institution of Personnel and Development (CIPD) shows that approximately 75% of companies that use employer branding as a tool for recruitment and selection which is most effective. (Dyar, 2007)[2]. Bryan (2007)[3] advocates that gauging corporate performance through financial index alone (balance sheets, cash flows, ROIC) does not really replicate actual wealth.

2. Employer Branding

Ambler and Barrow (1996)[4] defined employer brand in terms of benefit, calling it "The package of functional, economical and psychological benefit provided by employment and identification with the employing company".

In simple promote within and terms, employer branding is referred to as a firm's effort to outside the firm, a clear view of the fact that makes it different and desirable as an employer.

Thus, building brand is all about the marketing of "employment" if employee is considered as "customers" and "employment experience" as a "product" being offered for their consideration and purchase the "customer Satisfaction" would then reflect the strength of the "Employment Brand" of the organisation. (Tikoo 2004)[5]

3. Literature Review

Regardless of employer brand seeking noteworthy fame in Human Resource area (Frook 2001)[6]. The employer brand concept has been recent in academics and its hypothetical foundation is to be enhanced progressively.

Existing literature can be reviewed from two broad perspectives

(1) Prospective employee's perspective
(2) Existing employee perspective

Copyright © 2018 Authors. This is an open access article distributed under the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Racha and Knox (2009)[7] made a study to understand what motivates current employees to "experience the brand". The study has answered the question through the lens of Social Identity Theory (SIT) conducting a comparative case study across five organizations and found that the definite characteristics considered most attractive by employer were different in each organization. It is also noted that managers need to identify the attributes of their own organization so that employees shall find most attractiveness within the categories to link the employer brand with the individuality of the organization.

Linda F. Love & Prabudayal Singh (2011)[8] outlines in their research that workplace branding uses a similar approach used in marketing a product or service to build effective internal brand. The researchers use popular annual "Best Employer "surveys to identify key human resource image creators like Canada's topmost 100 employers, 50 Paramount Employers in Canada, Canada's most well-regarded corporate cultures, Fortune 100 Best corporations to work for in America. Eight common themes are identified.

Pushpendra Priyadarshi (2011)[9] had attempted to understand Employer Brand Image (EBI) of an organization from current employees view point to comprehend the nature of relation between EBI and job satisfaction, affections, commitment of the employees. sample of 240 professional drawn from telecom sector in NCR Delhi. They used EBI instrument designed by Knox and freeman (2006)[10] An exploratory factor analysis of these work recognized numerous dimensions of EBI and they are classified into four broad factors i.e. Organizational environment, Organization fame and flexibility, Varity in job and work setting Composition and career. The study provided critical inputs about internal images and its influence on job related attitude.

Robertson and Khatibi (2012)[11] has conducted a study attempts to provide an insight into the interaction of organisational images through carefully designed employer branding process which produces employer brand. Information was gathered from a Srilankan companies using structured questionnaire with sample of 303 employee. To address the objective, framework is developed to find relationship between Employee Value propositions (EVP) and source Identities. Indications were EVP has a significant role in the development of the employer brand, but to be effective it must meticulously have aligned with other connected identities.

Kanika and Malati (2013)[12] has contributed to the field by conducting a comparative analysis of the employee perspective towards the branding practices embraced. Data was collected administering convenient sampling for a total of 120 employees from various hotel including ITC, The Oberoi and the Hotel Leela in Delhi, NCR region. Through the data analysis the authors interpreted that the employer branding practices which are prevalent at hotel ITC need to be incorporated by hotel Oberoi and Hotel Leela are use of 'social media', corporate social responsibility and also, association with a celebrity to increase their visibility and create good brand image. According the study ITC hotel is significantly different as compared to other two hotels in context of the branding practices, whereas hotel Oberoi and hotel Leela are alike.

Neha Sharma And T.J Kamalanabhan (2014)[13] attempts to study the internal corporate communication (ICC) process, investigating the nature of the procedure, the outcomes thereof; The authors have attempted to develop a measure that can capture all the dimensions of ICC and takes an ICC-based perspective in understanding internal branding of IT service firms , technological channels employee feedback etc. current study suggests that ICC does matter in practice and its relation with internal branding outcomes can be beneficial for organisations particularly service organizations to optimize resources.

Nor Adibah Ahmada and Salina Daud (2016)[16] aims to determine the relationship between Employer Branding and Turnover Intention among employees in Malaysia's SME-ICT Industry. A cross sectional study and quantitative research methods were used in the study. Authors concludes that it is essential not only for branding the organization and capturing employee's loyalty, but also for ensuring the efficiency of employees.

Existing literatures have clearly indicated that there is a strong need to study the Employer Branding Practices in service sector from existing employee perspective.

Janse & Root (2009)[14] has stressed on the gap that exist between recruitment's focus and expectations of company.

Neethi et.al (2008)[15] observe that in today's corporate world, recruitment seems to be the top priority of many HR practitioners, though utmost focus should be given on retention as ' getting them is tough but keeping them glued is tougher". They identify that more studies should be undertaken from the current employees' perspective.

The proposed study focuses on addressing the above said gap and attempts to study the Employer branding dimensions from Existing employees' perspective.

4. Research Design

4.1 Objectives

The objective of the present research is two-fold

a. To identify the Employer Branding Dimensions (EBD)
b. To understand the relationship among Dimensions of Employer Branding.

4.2 Scope

The scope of the study extends to select IT Companies based in Bangalore.

4.3 Sampling and Data Collection

Statistically, it is desired to have the standard error not more than 10 % and 90 % of confidence level is considered to determine the size.

$N = Z\ 2[\pi(1- \pi)]/ E\ 2$

Where,

N = Sample size to be determined

π = the proportion of sample considered

Z = the confidence coefficient (1.96 for 95 %)

Accordingly, $N = Z^2 [\pi (1- \pi)] / E^2 = (1.96)^2 [0.15 \text{ X } 0.85] / [0.085]^2 = 67.8$.

Therefore, sample is considered as 68.

The primary data is collected from the fieldwork. The objective of the study is briefed to all the respondents before the survey. The data, thus collected is classified based on homogeneous factors and tabulated to enable for the statistical analysis. Data was gathered using Self-administered questionnaires from the personnel working in Information Technology firms in Bangalore. Total of 68 filled in questionnaires were used for further analysis.

Employees of well recognized IT companies like Infosys, NTT data, JDA Software solutions, Marvell Technologies were selected for the study.

4.4 Hypothesis

The Hypothesis thus formulated for the present research is as follows

H1: Set of hypotheses is formulated to know the significance difference between Reward & Recognition and other dimensions like open environment, Employee empowerment, Service & support, Job characteristics and Career advancement opportunities

H2: Second Set of hypotheses is formulated to know the significance difference between open environment and other dimensions like Reward& Recognition, Employee empowerment, Service &support, Job characteristics and Career advancement opportunities

H3: Third Set of hypotheses is formulated to know the significance difference between Employee empowerment and other dimensions like Reward & Recognition, open environment, Service

& support, Job characteristics and Career advancement opportunities

H4: Forth Set of hypotheses is formulated to know the significance difference between Service & support and other dimensions like Reward & Recognition, open environment, Employee empowerment, Job characteristics and Career opportunities.

H5: Fifth Set of hypotheses is formulated to know the significance difference between Job characteristics and other dimensions like Reward & Recognition, open environment, Employee empowerment, Service & support and Career advancement opportunities

H6: Final Set of hypotheses is formulated to know the significance difference between Career advancement opportunities and other dimensions like Reward & Recognition, open environment, Employee empowerment, Service & support and Job characteristics.

5. Data Analysis and Result

Data was analysed in two stages. In the first stage Expert interview has been conducted to know the prevailing practices in Information Technology (IT) firms which formed the basis for formulating questionnaire.

Table 1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Q1	68	1.00	5.00	3.8971	.75587	-1.321	.291	3.326	.574
Q2	68	3.00	5.00	4.1912	.52568	.202	.291	.151	.574
Q3	68	1.00	5.00	3.2500	1.11134	-.584	.291	-.573	.574
Q4	68	1.00	5.00	3.5588	.78002	-.784	.291	.966	.574
Q5	68	2.00	5.00	3.5147	.72261	-.664	.291	-.136	.574
Q6	68	1.00	5.00	3.3824	.79230	-.620	.291	.188	.574
Q7	68	1.00	5.00	3.3529	1.10311	-.405	.291	-.826	.574
Q8	68	1.00	5.00	3.8088	.81511	-.994	.291	1.683	.574
Q9	68	1.00	5.00	3.7206	.97499	-1.097	.291	1.211	.574
Q10	68	1.00	5.00	3.5735	.93547	-1.065	.291	1.039	.574
Q11	68	1.00	5.00	3.2794	1.07683	-.069	.291	-1.191	.574
Q12	68	1.00	5.00	3.5000	.93840	-.614	.291	-.334	.574
Q13	68	1.00	5.00	3.7059	.94725	-.565	.291	-.026	.574
Q14	68	1.00	5.00	3.2794	.89519	-.075	.291	-.360	.574
Q15	68	2.00	5.00	3.6765	.81847	-.677	.291	.056	.574
Q16	68	2.00	5.00	3.7353	.68279	-.770	.291	.891	.574
Q17	68	1.00	5.00	3.4412	.93653	-.891	.291	.953	.574
Q18	68	2.00	5.00	3.9853	.58572	-.917	.291	3.278	.574
Q19	68	2.00	5.00	3.8235	.82753	-.633	.291	.164	.574
Q20	68	1.00	5.00	3.5441	.95314	-.982	.291	.249	.574
Q21	68	1.00	5.00	2.8088	1.26086	-.042	.291	-1.141	.574
Q22	68	1.00	5.00	2.8382	1.07357	.034	.291	-.821	.574
Q23	68	1.00	5.00	3.0735	1.09703	-.359	.291	-.666	.574
Q24	68	2.00	5.00	3.9853	.63464	-.710	.291	1.919	.574
Q25	68	2.00	5.00	4.0000	.57303	-.490	.291	2.008	.574
Q26	68	2.00	5.00	3.3971	.77536	-.437	.291	-.599	.574
Q27	68	1.00	5.00	3.2353	.99428	-.589	.291	-.747	.574
Q28	68	1.00	5.00	3.0441	.92129	.265	.291	-.557	.574
Q29	68	2.00	5.00	3.2941	.86488	-.189	.291	-.956	.574
Q30	68	2.00	5.00	3.5294	.76237	-.831	.291	-.150	.574
Q31	68	1.00	5.00	3.5588	.81739	-.870	.291	.686	.574
Q32	68	2.00	5.00	3.8971	.67226	-.485	.291	.787	.574
Q33	68	1.00	5.00	3.5294	1.01438	-1.143	.291	.546	.574
Q34	68	1.00	5.00	3.6029	.88334	-.992	.291	.433	.574
Q35	68	2.00	5.00	3.8235	.73182	-.652	.291	.702	.574
Q36	68	1.00	5.00	3.5735	.81618	-1.262	.291	1.787	.574
Q37	68	1.00	5.00	3.4706	.95371	-.977	.291	.402	.574
Q38	68	1.00	5.00	3.3971	.86628	-.453	.291	-.178	.574
Q39	68	2.00	5.00	3.4559	.78100	-.430	.291	-.444	.574
Q40	68	1.00	5.00	3.4412	.85313	-.703	.291	-.040	.574
Q41	68	1.00	5.00	3.3824	.97780	-.745	.291	-.110	.574
Q42	68	1.00	5.00	2.8971	1.09462	-.283	.291	-.888	.574
Q43	68	1.00	5.00	3.2941	1.07978	-.692	.291	-.526	.574
Q44	68	1.00	5.00	3.2794	1.00514	-.776	.291	-.418	.574
Q45	68	2.00	5.00	3.8529	.60507	-1.177	.291	2.805	.574
Q46	68	1.00	5.00	3.5147	.90591	-.976	.291	.495	.574
Valid N (list wise)	68								

In the next phase, based on the review and objectives structured questionnaire has been advanced and pilot study is conceded among 20 employees, subsequently considering and incorporating the modifications final questionnaire was circulated for data collection.

Descriptive data are illustrated in table1.The exploratory factor analysis is done and the results of factor analysis are shown in Table 4, As can be seen, 29 variables in the scale were factored using principal component analysis with varimax rotation these six dimensions (Ref Table 5) were extracted accounting for 75% of total variance (refer Table 3). Factor loadings greater than or equal to 0.5is considered for further analysis. Reliability factors are calculated using Cronbach's alpha (ref Table 6). Alpha value of 0.7 and more have been considered to be acceptable for the factor to be reliable, accordingly only six out of nine factors have

satisfactory value of Cronbach's alpha. Hence those six factors are reliable and considered for further study.

Table 2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.759
Bartlett's Test of Sphericity	Approx. Chi-Square	1660.811
	Df	595
	Sig.	.000

Table 3: Total variance explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.533	35.809	35.809	12.533	35.809	35.809
2	2.626	7.502	43.310	2.626	7.502	43.310
3	2.225	6.357	49.668	2.225	6.357	49.668
4	2.012	5.749	55.417	2.012	5.749	55.417
5	1.634	4.667	60.084	1.634	4.667	60.084
6	1.481	4.232	64.317	1.481	4.232	64.317
7	1.399	3.997	68.314	1.399	3.997	68.314
8	1.234	3.526	71.840	1.234	3.526	71.840
9	1.090	3.115	74.955	1.090	3.115	74.955
10	.961	2.746	77.701			
11	.855	2.443	80.144			
12	.735	2.100	82.244			
13	.673	1.924	84.168			
14	.660	1.884	86.052			
15	.529	1.513	87.565			
16	.451	1.289	88.854			
17	.427	1.221	90.075			
18	.417	1.191	91.266			
19	.398	1.138	92.404			
20	.360	1.029	93.433			
21	.285	.814	94.246			
22	.268	.767	95.013			
23	.251	.718	95.731			
24	.224	.639	96.370			
25	.213	.609	96.979			
26	.173	.493	97.473			
27	.166	.475	97.947			
28	.149	.425	98.372			
29	.129	.368	98.740			
30	.111	.318	99.058			
31	.087	.250	99.308			
32	.086	.247	99.555			
33	.064	.184	99.739			
34	.057	.164	99.903			
35	.034	.097	100.000			

Table 4: Rotated Factor Matrix

Dimensions	Item Constructs	Factor loadings
Dimension 1	Employee benefits	0.784
	Goals of organization	0.528
	Performance based compensation	0.806
	Compensation system	0.772
	Adequate salary	0.703
	Reward for additional work	0.674
	Policies and procedures	0.630
	Healthy work environment	0.595
	proud to associate with this organization	0.571
	competent people	0.565
Dimension 2	Concerns are addressed	0.617
	Feedback on regular basis	0.715
	HR practices meet personal needs	0.698
	HR practices meet professional needs	0.824
	Flexible working conditions.	0.597
Dimension 3	Empowered to initiate in this organization	0.722
	The client/customer are satisfied	0.660
	Management welcomes opinions	0.607
	Accepts new ideas and provides support to try those.	0.710
Dimension 4	Stress free work environment	0.779
	Organisation culture	0.672
	Trust my superiors when they suggest any action plan.	0.516
	Work life balance	0.648
Dimension 5	satisfied with my performance in the process	0.711
	Job satisfaction	0.677
	Role/job content is very interesting	0.714
Dimension 6	Opportunities for international travel	0.814
	Opportunities for long term progression in the company	0.547
	Responsibilities matches my potential	0.778

Table 5: Rotated Component Matrix

	Component					
	1	2	3	4	5	6
Q23	.806					
Q3	.784					
Q42	.772					
Q21	.703					
Q22	.674					
Q36	.630					
Q15	.595					
Q8	.571					
Q4	.565					
Q1	.528					
Q29		.824				
Q27		.715				
Q28		.698				
Q26		.617				
Q19		.597				
Q5			.722			
Q39			.710			
Q2			.660			
Q38			.607			
Q7				.779		
Q43				.672		
Q20				.648		
Q46				.516		
Q34					.714	
Q32					.711	
Q33					.677	
Q9						.814
Q37						.778
Q14						.547

Table 6: Reliability Statistics

Factors	Cronbach's Alpha	N of Items
1	.916	10
2	.862	5
3	.835	4
4	.798	4
5	.767	3
6	.775	3

5.1 Dimension Labeling and Interpretation

The dimensions obtained from the analysis are labelled under the following heads

Dimension 1: Rewards and Recognition.
Dimension 2: Open Environment.
Dimension 3: Empowerment.
Dimension 4: Service and Support
Dimension 5: Job Characteristics.
Dimension 6: Career Advancement Opportunities.

D1: Rewards and Recognition:

The dimension accounted for around 36% of the variance described. It assessed the extent to which an employee considers to be meaningful to associate himself with his organization which

conveys company's value proposition in terms of adequate salary, benefits, incentives based on performance.
D2: Open Environment:
The dimension accounted for about 8% of the variance explained. It assessed the extent to which an employee considers to be meaningful to associate himself with his organization which conveys company's value proposition in terms of Exciting work environment, Employee friendly working condition.
D3: Employee Empowerment:
The dimension accounted for about 6% of the variance explained. It assessed the extent to which an employee considers to be meaningful to associate himself with his organization which conveys company's value proposition in terms of Initiative spirit of employees, Opportunity for experimenting new ideas.
D4: Service and Support:
The dimension accounted for about 6% of the variance explained. It assessed the extent to which an employee considers to be meaningful to associate himself with his organization which conveys company's value proposition in terms of stress free Work, cordial superior-subordinate relationship, trustworthy co-workers, opportunity to balance work life.
D5: Job Characteristics:
With about 5% of the variance elucidated. It assessed the extent to which an employee considers to be meaningful to associate himself with his organization which conveys company's value proposition in terms of performance oriented job process, Interesting role/job content.
D6: Career Advancement Opportunities:
The dimension accounted for about 4% of the variance explained. It assessed the extent to which an employee considers to be meaningful to associate himself with his organization which conveys company's value proposition in terms of performance oriented job process, Interesting role/job content.

Table 7: Combined Mean and Standard deviation for EBD

Dimensions	Mean	Standard Deviation
Rewards & Recognition(X1)	0.338	1.026
Open Environment(X2)	0.359	0.912
Employee Empowerment(X3)	0.640	0.797
Service & Support(X4)	0.426	1.012
Job Characteristics(X5)	0.676	0.876
Career Advancement Opportunities(X6)	0.490	0.952

5.2 Framework

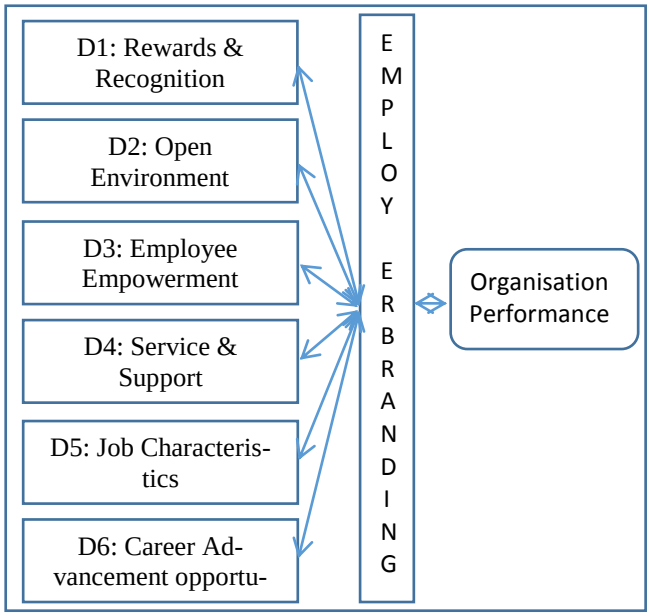


Fig. 1: The framework of the present research

6. Interrelationship among Constructs

The diagram below depicts the interrelationship among identified dimension of EBD that exists in IT firms.

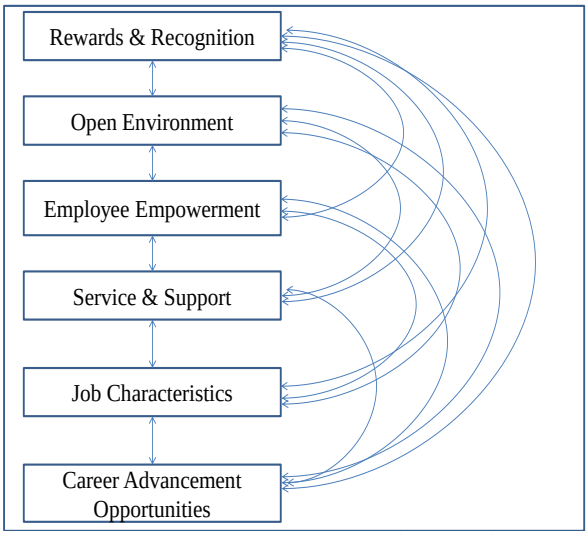


Fig. 2: Interrelationship among constructs (Refer table 8 for Z score)

7. Results and Inference

The objective of this research paper is to identify the dimensions that constitute Employer Branding.
The results from table 8 shows that there is no significant relationship between reward and recognition and open environment, service & support & career advancement opportunities while rejecting null hypothesis proves that there is relationship is significant between reward and recognition and, Employee Empowerment, Job characteristics. It is incidental from hypothesis testing that there exists relationship between open environment to employee empowerment and job characteristics.
Analysing the third dimension, it can be noted that no relationship exists between Employee empowerment to job characteristics, service and support and career advancement opportunities. While it can be stated that there is relationship between Employee Empowerment, reward& recognition and open environment. There exists no significant relationship between service &Support to either of the other dimensions like rewards & recognition, Open environment, Employee Empowerment, Job Characteristics and career advancement Opportunities.
While analysing the relationship between job characteristics and other dimensions, it shows that there is significant relationship with rewards & recognition and open environment. The relationship with Employee Empowerment, service and support and career advancement opportunities are negative.

8. Conclusion

As strategy used to retain existing employees are controllable by employer. The outcomes of this paper help organizations develop Human resource strategies with right blend of EBD to keep employees glued & progressive to the organization. Specifically, in IT Sector, where there are infinite opportunities and less employee loyalty which has created an environment where the business needs its employees supplementary than employees need the industry.

Table 8: Results of Hypothesis Testing

Null Hypothesis (H0)	Z Value	Critical value	Confidence level	Decision
H1: There is no significance relationship between Rewards & Recognition and Organization Environment	-0.124	1.64	90%	Accepted H_0
H2: There is no significance relationship between Rewards & Recognition and Employee Empowerment	-1.899	1.64	90%	Rejected H_0
H3: There is no significance relationship between Rewards & Recognition and Service & Support	-0.502	1.64	90%	Accepted H_0
H4: There is no significance relationship between Rewards & Recognition and Job Characteristics	-2.065	1.64	90%	Rejected H_0
H5: There is no significance relationship between Rewards & Recognition and Career Advancement opportunities	-0.894	1.64	90%	Accepted H_0
H6: There is no significance relationship between Open Environment and Reward & Recognition	0.124	1.64	90%	Accepted H_0
H7: There is no significance relationship between Open Environment and Employee Empowerment	-1.915	1.64	90%	Rejected H_0
H8: There is no significance relationship between Open Environment and Service & Support	-0.407	1.64	90%	Accepted H_0
H9: There is no significance relationship between Open Environment and Job Characteristics	-2.069	1.64	90%	Rejected H_0
H10: There is no significance relationship between Open Environment and Career Advancement Opportunities	-0.821	1.64	90%	Accepted H_0
H11: There is no significance relationship between Employee Empowerment and Reward & Recognition	1.917	1.64	90%	Rejected H_0
H12: There is no significance relationship between Employee Empowerment and Open Environment	1.915	1.64	90%	Rejected H_0
H13: There is no significance relationship between Employee Empowerment and Service & Support	1.37	1.64	90%	Accepted H_0
H14: There is no significance relationship between Employee Empowerment and Job Characteristics	-0.251	1.64	90%	Accepted H_0
H15: There is no significance relationship between Employee Empowerment and Career Advancement Opportunities	0.996	1.64	90%	Accepted H_0
H16: There is no significance relationship between Service & Support and Rewards & Recognition	0.504	1.64	90%	Accepted H_0
H17: There is no significance relationship between Service & Support and Open Environment.	0.407	1.64	90%	Accepted H_0
H18: There is no significance relationship between Service & Support and Employee Empowerment.	-1.37	1.64	90%	Accepted H_0
H19: There is no significance relationship between Service & Support and Job characteristics	-1.54	1.64	90%	Accepted H_0
H20: There is no significance relationship between Service & Support and Career Advancement Opportunities	-0.38	1.64	90%	Accepted H_0
H21: There is no significance relationship between Job Characteristics and Rewards & Recognition.	2.066	1.64	90%	Rejected H_0
H22: There is no significance relationship between Job Characteristics and Open Environment.	2.069	1.64	90%	Rejected H_0
H23: There is no significance relationship between Job Characteristics and Employee Empowerment	0.251	1.64	90%	Accepted H_0
H24: There is no significance relationship between Job Characteristics and Service and support	1.54	1.64	90%	Accepted H_0
H25 There is no significance relationship between Job Characteristics and Career Advancement Opportunities	1.186	1.64	90%	Accepted H_0
H26: There is no significance relationship between Career Advancement Opportunities & Reward & Recognition.	0.896	1.64	90%	Accepted H_0
H27: There is no significance relationship between Career Advancement Opportunities and Open Environment.	0.821	1.64	90%	Accepted H_0
H28: There is no significance relationship between Career Advancement opportunities and Employee Empowerment	-0.996	1.64	90%	Accepted H_0
H29: There is no significance relationship between Career Advancement Opportunities and Service & Support	0.38	1.64	90%	Accepted H_0
H30: There is no significance relationship between Career Advancement Opportunities and Job Characteristics.	-1.186	1.64	90%	Accepted H_0

Employees are unique individuals having their own mind set and they should be treated accordingly, the identified EBD in the present research includes Reward and recognition, Open Environment, Employee Engagement, Service and support, Job Characteristics and career advancement opportunities. With four generations in the workplace and a wide variance in employee motivations specially in IT sector will help companies to develop suitable and optimal EBD strategies in order to gain the operative superiority.

Acknowledgement

I extend my sincere thanks to the employees of selected Information Technology (IT) companies for their valuable inputs during the process of data collection.

References

[1] Johnson M & Roberts P (2006), "Rules of attraction: Recruit and retain the best staff with employer branding", Marketing Health Services, Vol. 26, No. 1, pp. 38-40.

[2] Dyar (2007), "Employer branding: A vital tool for success", Strategic Communication Management, Vol. 2, No. 1, pp. 2.

[3] Bryan LL & Joyes CI (2007), Mobilizing Minds: Creating wealth from talent in the 21st century organisation: McGraw Hill, New York.

[4] Ambler T & Barrow S (1996), "The employer brand" The Journal of Brand Management, Vol. 4, No. 3, pp. 85-106.

[5] Backhaus K & Tikoo S (2004), "Conceptualizing and researching employer branding", Career Development International, Vol. 9, No. 5, pp. 501-17.

[6] Frook J.E (2001), "Burnish Your Brand from Inside", Vol. 86, B to B, pp. 1-2.

[7] Rachael Maxwell & Simon Knox (2006), "Motivating employers to "live the brand": a comparative case study of employer brand attractiveness within the firm". Journal of Marketing Management, Vol. 25, No. 9-10, pp.893-907.

[8] Linda F Love & Parbudayal Singh (2011), "Workplace Branding: Leveraging Human Resources Management Practices for Competitive Advantage Through" Best Employer Surveys, Springer Journal of Business Psychology, Vol. 26, pp. 175-181.

[9] Pushpendra Priyadarshi (2001), "Employer brand image as a predicator of employer satisfaction, affective commitment and turnover", The Indian Journal of Industrial Relation, Vol. 46. No.3.

[10] Knox S & Frerman C (2006), "Measuring and managing employer brand image in the service industry" Journal of Marketing Management, Vol. 22, pp. 695-716.

[11] Aln Robertson & Ali Khatibi (2012), "By design or by default: Creating the employer indentity", IUP Journal of Brand Management, Vol. 9, No.4.

[12] Kanika Sehgal & N Malati (2013), Employer branding: A potent organisational tool for enhancing competitive advantage", IUP Journal of Brand Management, Vol. 10, pp. 51-56.

[13] Neha Sharma & Kamalanabhan TJ (2014), "IT employees brand attributes and the role of internal corporate communication: a survey of Indian IT industry", International journal of business excellence, Vol. 7, No. 1, pp. 55-75.

[14] Janse Van Rensburg A & Rootts G (2009), "Evaluating a methodology for assessing the strategic alignment of a mining company recruitment function", SA Journal of Human Resource Management, Vol. 7, pp. 1-201

[15] Neeti Leetha Chhabra and Aparna Misra (2008), "The Icfaian", Journal of Management Research, Vol. 7. No. 11.

[16] Nor Adibah Ahmada & Salina Daud (2016), "Engaging People with Employer Branding" Procedia Economics and Finance, Elseveir Publication, pp. 690 – 698.