



## **A STUDY ON EMPLOYEE BRANDING ON EMPLOYEE PERFORMANCE WITH REFERENCE TO IT INDUSTRY**

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**Abstract:** Employee branding influences employees' behaviour so that they reflect the brand identity of their company's products in their daily job. The goal is to be able to direct or mould employee behaviour so that those who work for the firm may effectively and creatively represent the brand identity of the organisation through both their professional and public personas on social media. The aim of the paper is to identify and observe selected employees feedback as well as their expectations with regard to employee branding. Researcher has used **purposive convenience sampling method** and has collected 160 sample size is put to use for the purpose of collecting primary data. Result has shown that there is a positive relationship between Job Satisfaction, Job Performance & Occupational Commitment in relation to Employee Branding.

**Keywords:** Employee branding, Employer branding, Employee Performance.

**Introduction :** Employee branding refers to how an employee portrays himself in the workplace. The employee has a strong sense of attachment to his or her employer. If an employee understands the organization's goals and knows exactly what is expected of him, he will endeavour to work toward those goals. Employee branding entails selecting an employee, giving training and certifications for employees, job clarity, and a reward structure that reflects the brand and company effectiveness on a regular and frequent basis.

### **EMPLOYEE & EMPLOYER BRANDING**

- The key question you might have now is, "How do employee and employer branding differ?" A few major distinctions are listed below.
- Your human resources personnel and corporate executives are primarily responsible for the employer brand's direction, mission, and values.
- Employer branding is largely concerned with work culture, incentives, and possibilities for promotion.
- The focus of employee branding is on employee communications and experiences with the organisation and their jobs.
- Employer branding, as well as corporate culture, are critical to improve, as they have a substantial impact on how well your employee brand performs.
- While you have power over effective internal work environment initiatives, your employee brand is ultimately built by your employees.

### **Objectives:**

1. To understand the process of employee branding in the selected organization.
2. To identify the performance of employees with respect to employee branding.

3. To analyse the commitment of employees with respect to organizational effectiveness.

#### **Hypotheses of the study:**

**H1:** There is a positive relationship between job satisfaction and occupational commitment in relation to employee branding.

**H2:** There is a positive relationship between job satisfaction and job performance in relation to employee branding.

#### **Literature review:**

**Bindu N. Menon (2014)**, came to a conclusion that there is a strong relationship between employee branding and employer branding on productivity. There is a direct relationship between the two.

**Gilani, et.al, Lucy. (2017)**, has identified various literature such as brand ideals, initiation and instruction, brand communication on the inside Organizational culture, perks and rewards, brand loyalty, brand management for employers.

**BehrouzLariSemnani&RasoulSanaviFard (2014)** has analysed Employee branding in Iranian Banking Industry. The research has attempted to identify Employee branding theory in an organization, and explored individual and organizational values. According to the findings, organisational and personal values had a big impact on employee branding.

**Sandra Jeanquart Miles DBA, SPHR &Glynn Mangold PhD (2018)** According to a conceptual model of the employee branding process, employee brand image is driven by the communications individuals receive and the mechanisms within their minds that allow them to make sense of those messages. The model defines and describes the many channels via which messages are transmitted, as well as how those sources contribute to the method of staff branding.

**Pierre Berthon, Michael Ewing & Li Lian Hah (2015)** states the concept of internal marketing that an organization's initial customers are its employees. It has recently been commonplace to talk of 'inside advertising,' and 'internal branding.' Employer branding and, more particularly, "employer attractiveness" are two aspects of internal marketing that have yet to be fully established. When a prospective employee thinks about what it might be like to work for a certain company, the term "employer appeal" comes to mind.

**Sandra Jeanquart Miles, W. Glynn Mangold (2005)**, Organizations are constantly looking for methods to improve their image in order to retain customers and generate brand loyalty. According to one of the premises presented in this article, employees vividly present an image of the organisation to customers and other stakeholders. The effective placement of most firms, especially those in the service sector, is dependent on whether the image is good or negative.

**Urmila Jagadeeswari Merla Swetha (2021)** The purpose of this research was to identify a suitable measurement scale that captures the perceptions of service employees in order to determine the structural relationships between employee branding (EB), total quality human resource management (TQHRM), and the sustainable employability outcome variables (employee performance, satisfaction, and loyalty) in a sample of Indian organised lifestyle retail stores.

**Praveen Dhiman & Sangeeta Arora (2019)** The current study focuses to the body of knowledge on employee branding by developing a conceptual framework for identifying crucial employee branding features in the context of the Indian hospitality industry, which have been missed in prior studies.

**Fortunisa, A., Sule, E. T., Sondari, M. C., & Soemaryani, I. (2021, May)** Employee brand consistent behaviour (EBCB) is a decisive factor in the projection of employee attitudes toward customers in the service business. It is the result of employee branding (EB). The goal of this study is to map all prior research findings linked to consistent employee brand behaviour. The literature review strategy was adopted in this study.

**Semnani, B. L., Maymand, M. M., & Frozandeh, L. (2015)** statistics suggest that many managers are unaware of how to leverage them to gain a competitive edge for their company. As a result, the goal of this study was to identify employee branding and how to use it in the workplace.

**Itam, U. J., & Swetha, M. (2021)** The goal of this research is to use fuzzy c-means (FCM) clustering to identify and analyse the typology of employee branding in an airline firm in order to improve the quality of employee branding (EB).

**Research methodology:**

The research Design of the research study considering its objectives, scope and coverage is exploratory as well as descriptive in nature. Researcher has collected Primary Data and Secondary Data as a source of information.

**The Secondary data** has been obtained from the published, unpublished literature on the topic and from the journals, books, website, magazines etc.

**The primary data** has been obtained from self-administered survey by circulating Google forms in IT Industry.

Researcher has used **semi-structured Questionnaire**.

The selected employees drawn from the total number of the different sections of IT Company is selected as the **Representative Sample**. The representative sampling units in appropriate and justified size is conveniently drawn from amongst different employees across various heterogeneous groups.

Researcher has used **purposive convenience sampling method**.

**Sample Size:** 160 sample size is put to use for the purpose of collecting primary data.

**Statistical software** SPSS has been used to for data analysis. The research data were analyzed using SPSS version 25. Frequency analysis was done for nominal and ordinal scale demographic variables. Cronbach alpha reliability test was conducted for all the factors and respective items. An Independent t-test was used to compare the mean values of each factor average score for demographic variables with two levels. One-way analysis of variance (ANOVA) was used to compare the mean values of each factor average score for demographic variables contain more than 2 levels. Pearson correlation was used to study the relationship between 2 continuous numeric variables. The Pearson Correlation as well as simple regression analysis was conducted to study the relationship between job satisfaction and occupational commitment (Affective, continuance and normative commitment), job satisfaction and job performance, occupational commitment (Affective, continuance and normative commitment) and job performance. Multiple linear regression analysis was used to study how job satisfaction influenced by occupational commitments (Affective, continuance and normative commitment) and how job performance influenced by job satisfaction and occupational commitments (Affective, continuance and normative commitment). Exploratory factor analysis was used to verify the factor structure of a set of observed variables.

**DATA ANALYSIS & INTERPRETATION:**

**Reliability analysis:**

<b>Constructs/Latent variables</b>	<b>Cronbach’s Alpha</b>	<b>No of items</b>
<b>Job Satisfaction</b>	0.748	5
<b>Affective Commitment</b>	0.741	6
<b>Job Performance</b>	0.724	7
<b>Continuance Commitment</b>	0.704	3
<b>Normative Commitment</b>	0.700	4
<b>All Variables</b>	0.859	25

**Interpretation:** Reliability analysis was conducted on these items and revealed very high Cronbach alpha scores as shown in Table. The Cronbach Alpha was calculated to see the internal consistency of the items for the respective construct. The results of the reliability test show that the Cronbach’s Alpha value for the organizational commitment items affective commitment (0.741) continuance commitment (0.704); normative commitment (0.700) and at a high level. The reliability value for job

satisfaction items is (0.748) and at a high level. The reliability value for items related to job performance was (0.724) and was at a high level. It was determined that the survey's values for organisational commitment, job happiness, and performance were trustworthy. The Cronbach Alpha internal consistency was greater than 0.70 and it means that the items included in the respective factors are highly reliable in the drafted questionnaire.

The relationship between **job satisfaction, affective commitment, job performance, continuance commitment and normative commitment of respondents**

		<b>Job Satisfaction</b>	<b>Affective Commitment</b>	<b>Job Performance</b>	<b>Continuance Commitment</b>
<b>Affective Commitment</b>	<b>Pearson Correlation</b>	.641**			
	<b>Sig. (2-tailed)</b>	0.000			
	<b>N</b>	159	159		
<b>Job Performance</b>	<b>Pearson Correlation</b>	.349**	.404**		
	<b>Sig. (2-tailed)</b>	0.000	0.000		
	<b>N</b>	159	159	159	
<b>Continuance Commitment</b>	<b>Pearson Correlation</b>	.342**	.229**	.491**	
	<b>Sig. (2-tailed)</b>	0.000	0.004	0.000	
	<b>N</b>	159	159	159	159
<b>Normative Commitment</b>	<b>Pearson Correlation</b>	.434**	.550**	.418**	.515**
	<b>Sig. (2-tailed)</b>	0.000	0.000	0.000	0.000
	<b>N</b>	159	159	159	159

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Inference:** The Pearson correlation analysis show that there is a relationship was observed between job satisfaction and affective commitment (P<0.05), job satisfaction and job performance (P<0.05) job satisfaction and continuance commitment (P<0.05) and job satisfaction and normative commitment (P<0.05) of respondents.

**Hypothesis:**

**H1: There is a positive relationship between job satisfaction and occupational commitment in relation to employee branding.**

		<b>Job Satisfaction</b>
<b>Affective Commitment</b>	<b>Pearson Correlation</b>	.641**
	<b>Sig. (2-tailed)</b>	0.000
	<b>N</b>	159
<b>Continuance Commitment</b>	<b>Pearson Correlation</b>	.342**
	<b>Sig. (2-tailed)</b>	0.000
	<b>N</b>	159
<b>Normative Commitment</b>	<b>Pearson Correlation</b>	.434**
	<b>Sig. (2-tailed)</b>	0.000
	<b>N</b>	159

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Interpretation:** The Pearson correlations reveal that there are significant correlations between job satisfaction and affective commitment ( $r = 0.641$ ,  $p < 0.01$ ), job satisfaction and continuance commitment ( $r = 0.342$ ,  $p < 0.01$ ), and job satisfaction and normative commitment ( $r = 0.433$ ,  $p < 0.01$ ).

**Simple linear regression between job satisfaction and Affective commitment of respondents**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.641 <sup>a</sup>	.411	.408	.50737
a. Predictors: (Constant), Job Satisfaction				

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.233	1	28.233	109.676	.000 <sup>b</sup>
	Residual	40.416	157	.257		
	Total	68.649	158			
a. Dependent Variable: Affective Commitment						
b. Predictors: (Constant), Job Satisfaction						

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.275	.229		5.562	.000
	Job Satisfaction	.614	.059	.641	10.473	.000
a. Dependent Variable: Affective Commitment						

**Interpretation:** The influence of job satisfaction on their affective commitment was investigated with regression analysis. The results show that job satisfaction was significantly explaining and influence the affective commitment ( $P < 0.05$ ). The  $r$  squared value was found to be 0.411. The R-Squared value of 0.411 indicates that 41.1 % of the variance in affective commitment can be accounted by these job satisfaction variables.

**Simple linear regression between job satisfaction and Continuance commitment of respondents**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.342 <sup>a</sup>	.117	.112	.60682
a. Predictors: (Constant), Job Satisfaction				

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.680	1	7.680	20.857	.000 <sup>b</sup>
	Residual	57.811	157	.368		
	Total	65.491	158			
a. Dependent Variable: Cintinuance Commitment						
b. Predictors: (Constant), Job Satisfaction						

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.820	.274		10.289	.000
	Job Satisfaction	.320	.070	.342	4.567	.000

a. Dependent Variable: Continuance Commitment

**Interpretation:** The influence of job satisfaction on their continuance commitment was investigated with regression analysis. The results show that job satisfaction was significantly explaining and influence the continuance commitment ( $P < 0.05$ ). The r squared value was found to be 0.117. The R-Squared value of 0.117 indicates that 11.7 % of the variance in affective commitment can be accounted by these job satisfaction variables.

### Simple linear regression between job satisfaction and normative commitment of respondents

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.434 <sup>a</sup>	.188	.183	.68710

a. Predictors: (Constant), Job Satisfaction

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.187	1	17.187	36.405	.000 <sup>b</sup>
	Residual	74.120	157	.472		
	Total	91.307	158			

a. Dependent Variable: Normative Commitment  
b. Predictors: (Constant), Job Satisfaction

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.763	.310		5.681	.000
	Job Satisfaction	.479	.079	.434	6.034	.000

a. Dependent Variable: Normative Commitment

**Interpretation:** The influence of job satisfaction on their normative commitment was investigated with regression analysis. The results show that job satisfaction was significantly explaining and influence the normative commitment ( $P < 0.05$ ). The r squared value was found to be 0.188. The R-Squared value of 0.188 indicates that 18.8 % of the variance in affective commitment can be accounted by these job satisfaction variables.

**Multiple linear regression analysis between occupational commitments (Affective Commitment, Continuance Commitment and Normative Commitment) and job satisfaction in relation to employee branding**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.672 <sup>a</sup>	.452	.441	.51452

a. Predictors: (Constant), Normative Commitment, Continuance Commitment, Affective Commitment

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.782	3	11.261	42.536	.000 <sup>b</sup>
	Residual	41.034	155	.265		
	Total	74.816	158			

a. Dependent Variable: Job Satisfaction  
b. Predictors: (Constant), Normative Commitment, Continuance Commitment, Affective Commitment

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.698	.313		2.233	.027
	Affective Commitment	.619	.075	.593	8.304	.000
	Continuance Commitment	.220	.074	.205	2.953	.004
	Normative Commitment	.001	.073	.002	.020	.984

a. Dependent Variable: Job Satisfaction

**Interpretation:** The influence of job satisfaction on their affective, continuance, normative commitments was investigated with multiple linear regression analysis. The results show that job satisfaction was significantly influenced the affective and continuance commitment (P<0.05). The r squared value was found to be 0.452. The R-Squared value of 0.452 indicates that 45.2 % of the variance in job satisfaction is influenced by affective commitment and continuance variables. .

**H2: There is a positive relationship between job satisfaction and job performance in relation to employee branding.**

		Job Performance
Job Satisfaction	Pearson Correlation	.349**
	Sig. (2-tailed)	.000
	N	159

**Interpretation:** The Pearson correlations reveal that there is a positive significant correlations was observed between job satisfaction and job performance (r = 0.349, p < 0.01).

**Simple linear regression between job satisfaction and job performance in relation to employee branding**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.349 <sup>a</sup>	.122	.116	.51414
a. Predictors: (Constant), Job Satisfaction				

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.743	1	5.743	21.727	.000 <sup>b</sup>
	Residual	41.501	157	.264		
	Total	47.244	158			
a. Dependent Variable: Job Performance						
b. Predictors: (Constant), Job Satisfaction						

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.682	.232		11.547	.000
	Job Satisfaction	.277	.059	.349	4.661	.000
a. Dependent Variable: Job Performance						

**Interpretation:** The influence of job satisfaction on their job performance was investigated with regression analysis. The results show that job satisfaction was significantly explaining and influence the affective job performance ( $P < 0.05$ ). The r squared value was found to be 0.112. The R-Squared value of 0.112 indicates that 11.1 % of the variance in job performance can be accounted by these job satisfaction variables and the remaining variance are unknown.

**Findings:**

**Hypothesis 1:**

There is a positive relationship between Job Satisfaction & Occupational Commitment (Affective Commitment, Continuance Commitment & Normative Commitment) in relation to Employee Branding.

- Regression Analysis was conducted and result shows that Job Satisfaction significantly influence the Occupational commitment.
- With Multiple Regression Analysis, Result shows that Job satisfaction significantly influence the Affective and Continuance Commitment.

**Hypothesis 2:**

There is a positive relationship between Job Satisfaction & Job Performance in relation to Employee Branding.

- Positive correlation was observed between Job satisfaction and Job Performance.
- Regression Analysis was conducted and result shows that Job Satisfaction significantly influence the affective Job Performance.

**Conclusion:**

To remain competitive on the global market, the research framework as a whole emphasises that the IT industry should prioritise every aspect of employee branding. On the basis of the preceding discussions, the researchers concluded that a thorough comprehension of the many aspects of



employee branding will be of assistance to practitioners in the development and execution of an effective employee branding strategy within the information technology industry in order to foster behaviour that is congruent with the brand.

### **Limitations:**

The study was only restricted to IT industry with reference to Mumbai. It can be expanded to other industry to check the weightage of Employee Branding in the Industry.

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