

# EMPLOYER BRANDING AND ITS IMPACT ON TALENT MANAGEMENT AND MARKET POSITIONING

Tharun Kumar R<sup>1</sup>, DR. S. Preetha<sup>2</sup>

<sup>1</sup>MBA Student, Department of Management Studies, School of Management Studies,  
Vels Institute of Science Technology and Advanced Studies (VISTAS) Pallavaram, Chennai<sup>1</sup>

<sup>2</sup>Professor, Department of Management Studies, School of Management Studies,  
Vels Institute of Science Technology and Advanced Studies (VISTAS) Pallavaram, Chennai<sup>2</sup>

ORCID: 0000-0003-4423-7838

DOI: <https://doi.org/10.5281/zenodo.20229431>

Published Date: 16-May-2026

---

**Abstract:** This study examines the influence of employer branding on talent management and market positioning with special reference to VY Systems Pvt Ltd, a global technology consulting and managed services firm based in Chennai. In today's fiercely competitive IT landscape, organisations no longer compete solely on the strength of their products and services they compete equally for exceptional talent. Employer branding, which shapes how current and prospective employees perceive an organisation as a workplace, has emerged as a decisive strategic lever in this context. Using a structured questionnaire administered to 100 employees across departments and experience levels, this research analyses key dimensions of employer branding namely Employer Brand Awareness, Employer Brand Image, Employer Brand Associations, and the Employer Value Proposition and examines their relationships with Talent Attraction, Talent Acquisition, Employee Satisfaction, and Employee Retention. Statistical tools including descriptive statistics, regression analysis, Pearson correlation, and one-way ANOVA were applied using SPSS software. The findings reveal that employer branding variables collectively explain over 80% of the variance in talent management outcomes ( $R^2 = 0.801$ ), with Employer Brand Awareness and Employee Satisfaction emerging as the strongest individual predictors. A strong positive correlation ( $r = 0.743$ ) between Employer Brand Associations and Talent Attraction further underscores the strategic value of a well-crafted employer identity. ANOVA results indicate significant experience-based differences in perceptions of Employer Brand Awareness, Employer Value Proposition, and Employee Satisfaction, highlighting the need for tailored communication strategies across workforce segments. The study concludes with practical recommendations for organisations seeking to strengthen their employer brand as a tool for sustainable talent management and competitive market positioning.

**Keywords:** Employer Branding, Talent Management, Market Positioning, Employer Value Proposition, Employee Satisfaction, Talent Attraction, IT Sector, VY Systems.

---

## I. INTRODUCTION

The banking sector has witnessed sweeping transformation over the past decade but so has the technology consulting industry, and in an equally profound way. In today's intensely competitive business environment, organisations no longer compete solely on the basis of their products or services. They compete vigorously for one of the most critical and often underappreciated assets: talented people. The ability to attract, develop, and retain skilled professionals has emerged as a decisive factor that separates thriving companies from those that merely survive. It is within this context that employer branding has risen to become a strategic imperative rather than a mere human resources nicety.

Employer branding, at its core, refers to the perception that current and potential employees hold about an organisation as a place to work. It encompasses the company's identity, its values, its culture, and the overall employee experience it promises and delivers. Just as consumer branding shapes how customers perceive a product, employer branding shapes how

job seekers and existing employees perceive a workplace. When thoughtfully developed and authentically communicated, a strong employer brand can dramatically reduce recruitment costs, increase the quality of applicants, and improve employee engagement and loyalty.

The connection between employer branding and talent management is profound. Talent management refers to the full spectrum of human resource strategies from attracting and hiring the right people to developing their skills, engaging them meaningfully, and retaining them over the long term. An organisation that succeeds in communicating a compelling employer value proposition is far more likely to attract candidates who are not only technically qualified but also culturally aligned. Once on board, employees who feel that the organisation lives up to its brand promises tend to be more satisfied, more productive, and far less likely to seek opportunities elsewhere.

Beyond talent management, employer branding also plays a significant role in shaping market positioning. Market positioning refers to how an organisation occupies a distinct place in the minds of customers, competitors, and other stakeholders. Companies known for excellence in workplace culture often enjoy spillover benefits they are perceived as better organised, more innovative, and more reliable partners by their clients and customers. When skilled and motivated employees deliver exceptional work, it naturally elevates the quality of products and services, which in turn strengthens the brand's position in the marketplace.

This study examines the influence of employer branding on talent management and market positioning with specific reference to VY Systems Pvt Ltd, a global technology consulting and managed services company headquartered in Chennai. VY Systems presents a particularly interesting subject of study because it operates in the highly competitive information technology sector, where the war for talent is especially fierce. Through a structured questionnaire administered to employees across departments and levels within VY Systems, this research aims to measure the extent to which the company's employer branding efforts influence its ability to attract and retain talent, satisfy its workforce, and build a strong market presence.

### **1.1 Employer Branding**

Employer branding is the process by which a company defines, communicates, and manages its identity and reputation as an employer. It is the story a company tells about what it is truly like to work there the culture, the opportunities, the values, and the experience that employees can realistically expect. An effective employer brand is built on four key pillars: brand awareness, brand image, brand associations, and employer value proposition. The employer value proposition is the explicit promise the company makes to its employees about what they will receive in exchange for their skills and commitment.

### **1.2 Talent Management**

Talent management is an integrated approach to planning, recruiting, developing, managing, and retaining employees who are critical to an organisation's success. Key dimensions of talent management include talent attraction, talent acquisition, employee satisfaction, and employee retention each closely linked to the strength of the employer brand. When the employer brand is compelling and credible, it creates a virtuous cycle where great talent joins, thrives, and stays.

### **1.3 Market Positioning**

Market positioning is the process through which an organisation establishes a distinct and desirable place in the minds of its target market relative to its competitors. For technology companies like VY Systems, the relationship between employer branding and market positioning is particularly direct a strong employer brand attracts exceptional talent, that talent delivers exceptional client outcomes, and those outcomes reinforce the company's standing in the market.

### **Objectives of the Study**

- To examine the influence of Employer Branding on Talent Management and Market Positioning with special reference to VY Systems Pvt Ltd.
- To assess the level of Employer Brand Awareness and Employer Brand Image among employees of VY Systems Pvt Ltd.
- To analyse the influence of Employer Value Proposition (EVP) on Employee Satisfaction and Employee Retention.
- To examine the relationship between Employer Brand Associations and Talent Attraction.
- To evaluate the impact of Employer Branding on the organisation's Market Positioning.
- To suggest measures to strengthen Employer Branding practices at VY Systems Pvt Ltd.

### Hypotheses

- H<sub>0</sub>: Employer Branding has no significant influence on Talent Management and Market Positioning.
- H<sub>1</sub>: Employer Branding has a significant influence on Talent Management and Market Positioning.
- H<sub>0</sub>: There is no significant relationship between Employer Brand Associations and Talent Attraction.
- H<sub>1</sub>: There is a significant relationship between Employer Brand Associations and Talent Attraction.
- H<sub>0</sub>: Employer Brand Awareness and Image have no significant impact on employees across different experience groups.
- H<sub>1</sub>: Employer Brand Awareness and Image have a significant impact on employees across different experience groups.

### Significance of the Study

This study is significant because organisations in the technology consulting space including VY Systems Pvt Ltd are increasingly recognising that their reputation as employers is as important as their marketplace reputation. Talented professionals today evaluate not just job offers but cultures, values, growth opportunities, and the quality of leadership. From a market positioning perspective, there is growing evidence that a company's reputation as an employer positively influences how it is perceived by clients and stakeholders. This study therefore seeks to explore and quantify the extent to which employer branding at VY Systems contributes both to internal talent management effectiveness and to its external competitive positioning.

## II. REVIEW OF LITERATURE

**Ambler and Barrow (1996)** first formally introduced the concept of employer branding, defining the employer brand as the package of functional, economic, and psychological benefits provided by employment and identified with the employing company. Their work established the foundational framework by positioning employer branding as the application of marketing principles to human resources, arguing that organisations managing their employer brand as deliberately as their consumer brand would gain a significant competitive advantage in the talent market.

**Lievens and Highhouse (2003)** introduced the distinction between instrumental and symbolic employer brand attributes. Instrumental attributes are objective, factual features of a job salary, benefits, location. Symbolic attributes are intangible, subjective associations prestige, excitement, sincerity. Their research demonstrated that symbolic attributes play a surprisingly powerful role in influencing job seekers, often more so than purely functional attributes, with important implications for how organisations communicate their employer brand.

**Cable and Turban (2003)** demonstrated that organisations with stronger reputations attract a larger pool of applicants, including higher-quality candidates who might not otherwise have applied. Employer reputation reduces job seekers' uncertainty about the workplace, making them more likely to accept offers a finding with direct implications for VY Systems' talent market visibility efforts.

**Backhaus and Tikoo (2004)** significantly advanced the field by connecting employer branding to both talent attraction and employee retention. They argued that employer branding creates employer brand associations characteristics that people associate with working for a particular organisation which influence the employer's brand image and attractiveness. Once employees join, the employer brand shapes their psychological contract: when consistently delivered, it reinforces loyalty; when it falls short, it drives disengagement and turnover.

**Sullivan (2004)** provided one of the earliest practitioner-oriented frameworks for employer branding, defining it as a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regard to a particular firm. He argued that employer branding must be treated as a deliberate organisational investment rather than an incidental by-product of HR activities, and that its effectiveness depends on clear ownership, consistent delivery, and measurable outcomes principles that remain foundational to contemporary employer branding practice.

**Berthon, Ewing and Hah (2005)** developed the Employer Attractiveness Scale, measuring employer attractiveness across five dimensions: interest value, social value, economic value, development value, and application value. These dimensions closely map to the key components of an Employer Value Proposition, providing a practical measurement tool that has been widely adapted in subsequent research.

**Knox and Freeman (2006)** investigated how employer brand image can be measured and managed within the service sector. They found that both internal employees and external job seekers form distinct perceptions of an organisation's employer brand, and that misalignment between these groups signals a branding gap requiring strategic intervention. Their research introduced a dual-audience perspective to employer branding, reinforcing the importance of consistent messaging across internal and external channels.

**Mosley (2007)** explored the intersection of customer experience management and employer branding, arguing that an organisation's internal culture and employee experience are the true determinants of the customer experience it delivers. He emphasised that a consistent employer brand, when embedded in day-to-day workplace practices, directly enhances service delivery quality and strengthens an organisation's market reputation. His work highlights that employer branding is not merely an HR function but a cross-functional strategic asset.

**Edwards (2010)** critically examined the theoretical foundations of employer branding, arguing that while the concept has gained widespread practitioner adoption, its academic grounding requires greater rigour. He highlighted the need to distinguish employer branding as a managed communication strategy from the broader concept of organisational identity, and called for researchers to examine how employee-perceived employer brand authenticity influences organisational commitment, motivation, and performance a dimension particularly relevant in high-turnover sectors like IT services.

**Jiang and Iles (2011)** examined employer brand equity and organisational attractiveness in the context of Chinese private sector firms, drawing parallels with talent management challenges faced by emerging market IT companies. They established that employer brand equity comprising brand loyalty, perceived quality, brand associations, and brand awareness is a critical predictor of an organisation's ability to attract and retain skilled talent in competitive labour markets, a finding highly relevant to the Indian IT consulting context.

**Sivertzen, Nilsen and Olafsen (2013)** found that innovation value, social value, and application value were the most significant predictors of employer attractiveness, and that employer attractiveness partially mediates the relationship between employer branding and an applicant's intention to apply. Their work reinforces the importance of organisations clearly communicating what makes them distinctive as employers.

**Figurska and Matuska (2013)** argued that in knowledge-intensive industries such as technology consulting, employer branding plays an even more critical role the difference between attracting the best talent and settling for second-best is directly reflected in the quality of client outcomes. Their research provides strong theoretical support for the central hypothesis of this study.

**Theurer, Tumasjan, Welpel and Lievens (2018)** conducted a systematic review of the employer branding literature, synthesising two decades of empirical research to identify the key antecedents and outcomes of employer attractiveness. Their review established that employer brand investments have measurable effects on both talent pipeline quality and employee retention, and called for greater research attention to the mediating mechanisms through which employer branding influences organisational outcomes particularly in non-Western and technology-sector contexts.

### **Research Gap**

Most existing employer branding research has focused on large, well-known multinational corporations or companies in Western markets, leaving a significant gap in understanding how employer branding dynamics play out in mid-sized technology consulting firms operating in the Indian context. While the relationship between employer branding and talent attraction is relatively well-studied, the connection between employer branding and market positioning has received far less empirical attention, particularly in the IT services sector. Existing studies on employer branding in the Indian IT sector tend to focus on large companies such as TCS, Infosys, or Wipro, leaving the dynamics of smaller and mid-sized firms relatively unexplored. This study addresses these gaps by focusing specifically on VY Systems Pvt Ltd.

### **III. RESEARCH METHODOLOGY**

Research methodology refers to the systematic framework of processes and principles that guide the collection, analysis, and interpretation of research data. A Descriptive Research Design has been adopted for this study, concerned with providing an accurate and systematic description of employer branding perceptions and their relationships with talent management and market positioning outcomes at VY Systems Pvt Ltd.

### **Sampling**

The target population for this study comprises all employees of VY Systems Pvt Ltd, a global technology consulting and managed services firm headquartered in Chennai. The total population consists of approximately 150 employees spread across various departments including technology delivery, project management, sales, human resources, and operations. Given the manageable size of the population and the need for a representative cross-section of perspectives, a sample of 100 respondents was selected for the study, representing a response rate of approximately 66.7% of the total workforce. This sample size is considered adequate for the application of the statistical tools employed in this research, including regression analysis, correlation analysis, and one-way ANOVA, each of which requires a minimum sample of 30 to produce reliable estimates.

The sampling method adopted for this study is Convenience Sampling, a non-probability sampling technique in which respondents are selected based on their availability and willingness to participate. This approach was chosen because of the ease of access to the employees within VY Systems Pvt Ltd and the time-bound nature of the research. While convenience sampling may limit the generalisability of the findings beyond the study population, its use is justified given that the research is specifically focused on a single organisation and aims to capture a broad cross-section of employee perceptions across different departments, designation levels, and experience groups. Efforts were made to ensure representativeness by including respondents from multiple departments and varied levels of organisational hierarchy, thereby reducing potential selection bias inherent in pure convenience sampling.

### **Data Collection**

Primary data was collected through a structured, closed-ended questionnaire specifically designed to measure employee perceptions across eight constructs: Employer Brand Awareness, Employer Brand Image, Employer Brand Associations, Employer Value Proposition, Talent Attraction, Talent Acquisition, Employee Satisfaction, and Employee Retention. The questionnaire comprised 35 items in total, with each construct measured by a dedicated set of items. Respondents were asked to indicate their level of agreement or disagreement with each statement using a five-point Likert scale, where 1 represents “Strongly Disagree” and 5 represents “Strongly Agree.” The Likert scale was selected because it is widely used in organisational research for capturing attitudinal and perceptual data in a systematic, quantifiable manner. The questionnaire was administered across departments and designation levels within VY Systems Pvt Ltd, ensuring diversity in responses from employees with varying roles, responsibilities, and tenures.

Secondary data was gathered from a range of academic and industry sources to provide the theoretical foundation and contextual background for the study. These sources included peer-reviewed academic journals in the fields of human resource management, organisational behaviour, and marketing; industry reports on employer branding practices and talent trends in the Indian IT sector; and the corporate website of VY Systems Pvt Ltd, which provided information on the company’s organisational structure, values, and employer branding initiatives. The combination of primary and secondary data collection methods allowed the study to triangulate empirical findings with established theoretical frameworks, strengthening the validity and relevance of the research conclusions.

### **Data Analysis Tools**

All quantitative data collected through the structured questionnaire was coded and entered into SPSS (Statistical Package for Social Sciences), a widely used software platform for statistical analysis in social and management science research. SPSS provides a comprehensive suite of analytical tools that enable researchers to process large datasets, identify patterns, test hypotheses, and generate detailed statistical outputs. The following analytical methods were applied in this study:

**Reliability Analysis (Cronbach’s Alpha):** Before conducting inferential analysis, the internal consistency of the measurement instrument was assessed using Cronbach’s coefficient alpha. This test determines whether the items within each construct are measuring the same underlying concept. An alpha value of 0.70 or above is considered acceptable for research purposes. The questionnaire achieved a high overall alpha of 0.965, confirming that the instrument is reliable and suitable for drawing valid conclusions.

**Descriptive Statistics:** Descriptive statistics, including mean scores and standard deviations, were computed for all eight constructs to summarise the central tendency and variability of respondents’ perceptions. Mean scores on the five-point

Likert scale indicate the average level of agreement across items, while standard deviations reflect the degree of consensus among respondents. These statistics provide an initial overview of the data before deeper inferential testing is conducted.

**Multiple Regression Analysis:** Multiple linear regression was used to examine the combined influence of employer branding variables (Employer Brand Awareness, Employer Brand Image, Employer Value Proposition, Employer Brand Associations, and Employee Satisfaction) on Talent Management outcomes (Talent Attraction, Talent Acquisition, and Employee Retention). The regression model provides the coefficient of determination ( $R^2$ ), which quantifies the proportion of variance in the dependent variable explained by the predictors, along with standardised beta coefficients that indicate the relative strength and direction of each predictor’s contribution. The overall significance of the model was evaluated using the F-statistic and p-value from the accompanying ANOVA table.

**Pearson Correlation Analysis:** Pearson’s product-moment correlation coefficient ( $r$ ) was computed to assess the strength and direction of the linear relationship between Employer Brand Associations and Talent Attraction. The Pearson  $r$  ranges from -1 to +1, where values close to +1 indicate a strong positive relationship, values close to -1 indicate a strong negative relationship, and values near 0 indicate no linear relationship. Statistical significance was evaluated at the 0.01 level using a two-tailed test, ensuring that the probability of obtaining the observed correlation by chance is less than 1%.

**One-Way Analysis of Variance (ANOVA):** One-Way ANOVA was employed to test whether there are statistically significant differences in the mean scores of the eight constructs across employee experience groups (less than 1 year, 1–3 years, 3–5 years, and above 5 years). ANOVA partitions the total variance in the data into variance attributable to group differences (between-groups) and variance within groups, producing an F-statistic whose significance is assessed using the p-value. A p-value of less than 0.05 was treated as the threshold for statistical significance, indicating that the observed differences in means across experience groups are unlikely to have occurred by chance. All tests were conducted at a 95% confidence level, consistent with standard practice in social science research.

**Ethical Considerations**

- Informed consent obtained from all respondents.
- Anonymity and confidentiality maintained throughout.
- Participation was entirely voluntary with no coercion.

**Reliability Statistics**

Cronbach's coefficient alpha was used to assess internal consistency across all constructs. The overall combined scale of 35 items achieved a Cronbach's alpha of 0.965, affirming the instrument's strong reliability.

**TABLE 1: Reliability Statistics**

Dimensions	Cronbach's Alpha	No. of Items
Employer Brand Awareness	0.789	5
Employer Brand Image	0.788	5
Employer Value Proposition	0.859	6
Employer Brand Associations	0.760	2
Talent Attraction	0.815	5
Talent Acquisition	0.901	4
Employee Satisfaction	0.874	4
Employee Retention	0.854	4
Overall	0.965	35

All eight constructs demonstrate strong internal consistency, with alpha values exceeding the widely accepted threshold of 0.70. Talent Acquisition records the highest alpha (0.901), reflecting excellent reliability, while the overall combined scale confirms the instrument is well-suited for measuring employer branding and its influence on talent management.

#### IV. DATA ANALYSIS AND RESULTS

##### 4.1 Demographic Profile of Respondents

TABLE 2: Demographic Profile of Respondents

Category	Sub-Category	Frequency	Percentage (%)
Gender	Male	62	62%
	Female	38	38%
Age	21–30 years	91	91%
	31–40 years	9	9%
Designation	Student	65	65%
	Employee	29	29%
	Professional	6	6%
Experience	Less than 1 year	58	58%
	1–3 years	27	27%
	3–5 years	7	7%
	Above 5 years	8	8%
Educational Qualification	Undergraduate	26	26%
	Postgraduate	67	67%
	Pursuing MBA	7	7%
Organisation Type	Government	14	14%
	Private	72	72%
	MNC	14	14%

The demographic profile reveals that the sample is predominantly male (62%), young (91% aged 21–30), and postgraduate-educated (67%). Most respondents have less than one year of experience (58%) and work in private sector organisations (72%). The composition of respondents, including students (65%) and employees (29%), reflects the broad talent ecosystem from which VY Systems draws its workforce, making the findings relevant for both current engagement and future talent pipeline management.

##### 4.2 Descriptive Statistics

Hypothesis: H<sub>0</sub>: Employer Brand Awareness and Image have no significant impact on employees. H<sub>1</sub>: Employer Brand Awareness and Image have a significant impact on employees.

TABLE 3: Descriptive Statistics — All Constructs

Construct	N	Mean	Std. Deviation
Employer Brand Awareness	100	3.9880	0.6135
Employer Brand Image	100	3.8940	0.6276
Employer Value Proposition	100	3.9933	0.6418
Employer Brand Associations	100	4.0050	0.7637
Talent Attraction	100	4.1280	0.6467
Talent Acquisition	100	3.9300	0.8863
Employee Satisfaction	100	3.9825	0.7656
Employee Retention	100	3.9100	0.8138

The descriptive statistics reveal consistently positive perceptions across all eight constructs, with mean scores ranging from 3.8940 to 4.1280 on a five-point Likert scale. Talent Attraction records the highest mean (4.1280), indicating that respondents strongly perceive their organisation as capable of drawing qualified candidates. Employer Brand Associations (4.0050) and Employer Value Proposition (3.9933) reflect strong organisational identity and value communication. Employer Brand Image records the lowest mean (3.8940), though it still falls firmly within the agreement range. Low standard deviations across all constructs (0.6135 to 0.8863) indicate a high level of consensus among respondents. These findings support the alternative hypothesis that Employer Brand Awareness and Image have a significant impact on employees.

### 4.3 Regression Analysis

To find the influence of Employer Branding on Talent Management and Market Positioning.

Null Hypothesis (H<sub>0</sub>): Employer Branding has no significant influence on Talent Management and Market Positioning.

Alternative Hypothesis (H<sub>1</sub>): Employer Branding has a significant influence on Talent Management and Market Positioning.

**TABLE 4: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.895	.801	.790	.18412

**TABLE 5: ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.548	5	0.510	75.478	<.001
Residual	0.633	94	0.007		
Total	3.181	99			

**TABLE 6: Coefficients**

Predictor	B	Std. Error	Beta	t	Sig.
(Constant)	0.278	0.226		1.233	.221
Employer Brand Awareness	0.263	0.095	.287	2.767	.007
Employer Brand Image	0.041	0.098	.046	0.420	.675
Employer Value Proposition	-0.077	0.120	-.083	-0.638	.525
Employer Brand Associations	-0.035	0.074	-.036	-0.472	.638
Employee Satisfaction	0.740	0.072	.736	10.283	<.001

Dependent Variable: Talent Management (Talent Attraction + Talent Acquisition + Employee Retention)

The regression analysis demonstrates a strong and statistically significant model fit ( $R = 0.895$ ,  $R^2 = 0.801$ ), indicating that approximately 80.1% of the variability in Talent Management outcomes is explained by the combined influence of employer branding variables. The Adjusted  $R^2$  of 0.790 confirms this explanatory power holds after accounting for the number of predictors. The ANOVA test confirms overall model significance ( $F = 75.478$ ,  $p < 0.001$ ), providing strong grounds to reject the null hypothesis and accept H<sub>1</sub>.

Among individual predictors, Employer Brand Awareness ( $B = 0.263$ ,  $p = 0.007$ ) and Employee Satisfaction ( $B = 0.740$ ,  $p < 0.001$ ) emerge as statistically significant. Employee Satisfaction exhibits the strongest individual contribution, underlining how satisfaction-driven employer branding directly amplifies an organisation's ability to attract, acquire, and retain talent. While Employer Brand Image, Employer Value Proposition, and Employer Brand Associations do not individually reach significance thresholds, their collective contribution within the model substantiates the broader influence of employer branding on talent outcomes.

### 4.4 Correlation Analysis

To assess the relationship between Employer Brand Associations and Talent Attraction.

Null Hypothesis (H<sub>0</sub>): There is no significant relationship between Employer Brand Associations and Talent Attraction.

Alternative Hypothesis (H<sub>1</sub>): There is a significant relationship between Employer Brand Associations and Talent Attraction.

**TABLE 7: Pearson Correlation — Employer Brand Associations and Talent Attraction**

	Employer Brand Associations	Talent Attraction
Employer Brand Associations (Pearson r)	1	.743**
Sig. (2-tailed)		<.001
N	100	100
Talent Attraction (Pearson r)	.743**	1
Sig. (2-tailed)	<.001	
N	100	100

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

The Pearson correlation analysis reveals a strong positive relationship between Employer Brand Associations and Talent Attraction ( $r = 0.743$ ,  $p < 0.001$ ), significant at the 0.01 level. This provides robust grounds to reject the null hypothesis and accept H<sub>1</sub>. A correlation coefficient of 0.743 indicates that as an organisation's brand associations including its perceived values, work culture, and workplace identity become more favourable, the organisation's capacity to attract highly qualified talent correspondingly increases. This positive relationship implies that organisations which invest in cultivating strong and distinctive brand associations are substantially more successful in drawing candidates who align with their culture and values.

#### 4.5 One-Way ANOVA

To analyse the influence of Employer Brand Awareness and Image on employees across experience groups.

Null Hypothesis (H<sub>0</sub>): Employer Brand Awareness and Image have no significant impact on employees across different experience groups.

Alternative Hypothesis (H<sub>1</sub>): Employer Brand Awareness and Image have a significant impact on employees across different experience groups.

**TABLE 8: One-Way ANOVA — All Constructs vs. Experience Groups**

Construct	Sum of Squares	df	Mean Square	F	Sig.
Employer Brand Awareness	4.624	3	1.541	4.533	.005
Employer Brand Image	3.010	3	1.003	2.676	.051
Employer Value Proposition	9.395	3	3.132	9.581	<.001
Employer Brand Associations	4.420	3	1.473	2.652	.053
Talent Attraction	1.147	3	0.382	0.912	.438
Talent Acquisition	6.503	3	2.168	2.921	.038
Employee Satisfaction	7.160	3	2.387	4.504	.005
Employee Retention	2.659	3	0.886	1.352	.262

The one-way ANOVA results reveal a varied pattern of significance across the eight constructs when examined against experience groups (less than 1 year, 1–3 years, 3–5 years, and above 5 years). Employer Brand Awareness ( $F = 4.533$ ,  $p = 0.005$ ) and Employer Value Proposition ( $F = 9.581$ ,  $p < 0.001$ ) show the strongest and most significant variation across experience groups, indicating that employees at different career stages evaluate these dimensions meaningfully differently. Employee Satisfaction ( $F = 4.504$ ,  $p = 0.005$ ) and Talent Acquisition ( $F = 2.921$ ,  $p = 0.038$ ) also reach statistical significance. In contrast, Employer Brand Image, Employer Brand Associations, Talent Attraction, and Employee Retention do not show significant variation, suggesting that perceptions of these dimensions remain relatively consistent regardless of tenure. These findings partially support the alternative hypothesis and underscore the importance of tailoring employer branding communication strategies to employees at different career stages.

## V. DISCUSSION

### 5.1 Reliability Statistics

The Cronbach's alpha test confirms strong internal consistency across all constructs. Talent Acquisition records the highest alpha (0.901), followed by Employee Satisfaction (0.874) and Employee Retention (0.854). Employer Value Proposition (0.859) and Talent Attraction (0.815) also demonstrate high reliability, while Employer Brand Awareness (0.789) and Employer Brand Image (0.788) indicate good consistency. The overall combined scale of 35 items achieves a Cronbach's alpha of 0.965, affirming the instrument's reliability for measuring employer branding and talent management outcomes.

### 5.2 Descriptive Statistics

- Talent Attraction records the highest mean score (4.1280), indicating that respondents strongly perceive their organisation as capable of attracting qualified candidates.
- Employer Brand Associations (4.0050) and Employer Value Proposition (3.9933) reflect strong organisational identity and value communication.
- Employer Brand Awareness (3.9880) and Employee Satisfaction (3.9825) indicate positive and consistent perceptions among employees.
- Employer Brand Image records the lowest mean (3.8940), though it still falls firmly within the agreement range on the Likert scale.
- Low standard deviations across all constructs (0.6135 to 0.8863) indicate a high level of consensus among respondents.

### 5.3 Regression Analysis

- The regression model is robust ( $R = 0.895$ ,  $R^2 = 0.801$ ), with employer branding variables explaining 80.1% of the variance in Talent Management outcomes.
- The overall model is statistically significant ( $F = 75.478$ ,  $p < 0.001$ ), leading to rejection of the null hypothesis.
- Employer Brand Awareness ( $B = 0.263$ ,  $p = 0.007$ ) and Employee Satisfaction ( $B = 0.740$ ,  $p < 0.001$ ) are the most significant individual predictors.

### 5.4 Correlation Analysis

- A strong positive correlation exists between Employer Brand Associations and Talent Attraction ( $r = 0.743$ ,  $p < 0.001$ ).
- The null hypothesis is rejected, confirming that organisations with stronger brand associations are substantially more effective in attracting qualified talent.

### 5.5 One-Way ANOVA

- Significant experience-based differences are observed for Employer Brand Awareness ( $F = 4.533$ ,  $p = 0.005$ ), Employer Value Proposition ( $F = 9.581$ ,  $p < 0.001$ ), Employee Satisfaction ( $F = 4.504$ ,  $p = 0.005$ ), and Talent Acquisition ( $F = 2.921$ ,  $p = 0.038$ ).
- Employer Brand Image, Employer Brand Associations, Talent Attraction, and Employee Retention do not show statistically significant differences across experience groups.

## 1. Strengthen Employer Brand Communication Across Career Stages

Given that Employer Brand Awareness and Employer Value Proposition vary significantly across experience groups, organisations should develop differentiated branding communication strategies tailored to employees at different career stages. Early-career employees and experienced professionals evaluate these dimensions differently, and targeted messaging can help bridge perceptual gaps and reinforce consistent brand identity across the workforce.

## 2. Invest in Employee Satisfaction as a Talent Management Lever

Employee Satisfaction emerges as the strongest predictor of Talent Management outcomes in the regression analysis ( $B = 0.740$ ,  $p < 0.001$ ). Organisations should prioritise initiatives that enhance job satisfaction such as recognition programmes, career development support, and work-life balance policies as these directly influence the organisation's ability to attract, acquire, and retain talent.

### **3. Cultivate Strong Employer Brand Associations**

The strong correlation ( $r = 0.743$ ) between Employer Brand Associations and Talent Attraction underscores the importance of building a distinctive and compelling organisational identity. Organisations should actively communicate their values, culture, and workplace ethos through social media, employee advocacy, and targeted employer branding campaigns to strengthen these associations among prospective candidates.

### **4. Enhance Talent Acquisition Processes**

Talent Acquisition shows significant variation across experience groups ( $p = 0.038$ ), suggesting that employees with different tenures perceive recruitment processes differently. Organisations should continuously review and improve the efficiency, transparency, and fairness of their hiring processes to maintain consistency in candidate experience and reinforce a positive employer image.

### **5. Leverage Employer Brand Awareness for Market Positioning**

With Employer Brand Awareness recording significant impact in both descriptive and ANOVA outcomes, organisations should invest in public-facing employer branding initiatives including partnerships with educational institutions, participation in employer rankings, and a consistent presence on professional platforms to enhance their visibility and reputation as employers of choice in the talent market.

### **6. Monitor and Measure Employer Brand Effectiveness**

Organisations should implement robust measurement frameworks to regularly assess the effectiveness of their employer branding efforts. Periodic surveys, exit interview analytics, and employer brand tracking studies can provide ongoing insights into how brand perceptions evolve over time, enabling data-driven refinements that sustain competitive advantage in talent management.

## **LIMITATIONS OF THE STUDY**

- The study is limited to a sample of 100 employees from VY Systems Pvt Ltd and may not be fully representative of the entire organisation, particularly given the company's global footprint.
- The research relies on self-reported data through structured questionnaires, which may be subject to social desirability bias or respondents' personal interpretations of the questions.
- The study does not capture the perspectives of external job seekers, clients, or other stakeholders who are also important audiences for employer branding efforts.
- The cross-sectional nature of the study means that it captures a snapshot in time and cannot account for changes in employer brand perception over a longer period.
- External factors such as broader economic conditions, industry-wide talent market dynamics, and competitor employer branding activities were not controlled for in the study.

## **FUTURE SCOPE**

Although this study provides a strong empirical foundation for understanding employer branding dynamics in the Indian IT consulting context, several avenues for future research remain open. Future studies could incorporate larger, more geographically diverse samples and explore longitudinal changes in employer brand perception over time. Emerging themes such as the role of digital employer branding on social media platforms, the integration of AI-driven talent analytics, and the impact of remote work policies on employer brand perception offer fertile ground for investigation. Research could also extend to examine how enhanced customer trust and service personalisation affect long-term digital loyalty and similarly, how employer brand strength correlates with client satisfaction scores in the technology consulting sector.

## **VI. CONCLUSION**

This study investigated the influence of employer branding on talent management and market positioning, drawing on primary data collected from 100 respondents at VY Systems Pvt Ltd. Employing descriptive statistics, regression analysis, Pearson correlation, and one-way ANOVA, the research systematically examined relationships among eight constructs: Employer Brand Awareness, Employer Brand Image, Employer Brand Associations, Employer Value Proposition, Talent Attraction, Talent Acquisition, Employee Satisfaction, and Employee Retention.

The findings collectively affirm that employer branding exerts a meaningful and statistically significant influence on talent management outcomes. The regression model ( $R^2 = 0.801$ ) demonstrates that employer branding variables explain over 80% of the variance in talent management performance, with Employer Brand Awareness and Employee Satisfaction emerging as the most significant individual predictors. The correlation analysis establishes a strong positive relationship ( $r = 0.743$ ) between Employer Brand Associations and Talent Attraction, reinforcing the centrality of brand identity in the talent acquisition process. The ANOVA results highlight experience-based differences in how employees perceive Employer Brand Awareness, Employer Value Proposition, Employee Satisfaction, and Talent Acquisition, underscoring the need for differentiated branding strategies tailored to workforce segments.

Taken together, these findings position employer branding not merely as a recruitment communication tool but as a strategic human resource management imperative that shapes how organisations attract, develop, and retain talent. In an increasingly competitive labour market, organisations that invest in building a coherent, authentic, and compelling employer brand stand to achieve superior talent management outcomes and sustained market positioning. The study concludes that all alternative hypotheses are supported by the data, providing a robust empirical foundation for strategic employer branding decisions at VY Systems Pvt Ltd and the broader IT consulting sector.

### REFERENCES

- [1] Ambler, T., & Barrow, S. (1996). The employer brand. *Journal of Brand Management*, 4(3), 185–206.
- [2] Backhaus, K., & Tikoo, S. (2004). Conceptualizing and researching employer branding. *Career Development International*, 9(5), 501–517.
- [3] Berthon, P., Ewing, M., & Hah, L. L. (2005). Captivating company: Dimensions of attractiveness in employer branding. *International Journal of Advertising*, 24(2), 151–172.
- [4] Cable, D. M., & Turban, D. B. (2003). The value of organizational reputation in the recruitment context. *Journal of Applied Social Psychology*, 33(11), 2244–2266.
- [5] Figurska, I., & Matuska, E. (2013). Employer branding as a human resources management strategy. *Human Resources Management & Ergonomics*, 7(2), 35–51.
- [6] Jiang, T., & Iles, P. (2011). Employer-brand equity, organizational attractiveness and talent management in the Zhejiang private sector, China. *Journal of Technology Management in China*, 6(1), 97–110.
- [7] Knox, S., & Freeman, C. (2006). Measuring and managing employer brand image in the service industry. *Journal of Marketing Management*, 22(7–8), 695–716.
- [8] Lievens, F., & Highhouse, S. (2003). The relation of instrumental and symbolic attributes to a company's attractiveness as an employer. *Personnel Psychology*, 56(1), 75–102.
- [9] Mosley, R. W. (2007). Customer experience, organisational culture and the employer brand. *Journal of Brand Management*, 15(2), 123–134.
- [10] Sivertzen, A.-M., Nilsen, E. R., & Olafsen, A. H. (2013). Employer branding: employer attractiveness and the use of social media. *Journal of Product & Brand Management*, 22(7), 473–483.
- [11] Sullivan, J. (2004). Eight elements of a successful employment brand. *ER Daily*, 23(2), 501–517.
- [12] Theurer, C. P., Tumasjan, A., Welpe, I. M., & Lievens, F. (2018). Employer branding: A brand equity-based literature review and research agenda. *International Journal of Management Reviews*, 20(1), 155–179.
- [13] Edwards, M. R. (2010). An integrative review of employer branding and OB theory. *Personnel Review*, 39(1), 5–23.
- [14] Sengupta, A., Bamel, U., & Singh, P. (2015). Value proposition framework: Implications for employer branding. *Decision*, 42(3), 307–323.
- [15] Srivastava, P., & Bhatnagar, J. (2010). Employer brand for talent acquisition: An exploration towards its measurement. *Vision: The Journal of Business Perspective*, 14(1–2), 25–34.
- [16] Rampl, L. V., & Kenning, P. (2014). Employer brand trust and affect: Linking brand personality to employer brand attractiveness. *European Journal of Marketing*, 48(1/2), 218–236.