

EMPLOYER BRANDING AND ITS IMPACT ON CSR, MOTIVATION, AND RETENTION OF EMPLOYEES USING STRUCTURAL EQUATION MODELLING

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PURPOSE
ORGANIZATIONS, nowadays, are becoming cognizant of Employer Branding as it has been observed that with the help of Employer Branding, the best talent in the market can be attracted, retained, and motivated. The study aimed to find out the dimensions of employer branding and to study its relationship with intention to stay, Corporate Social Responsibility (CSR), and Motivation. Also, through this study it was purported to measure the level of motivation of employees.

Design/Methodology/Approach: *Questionnaire was developed with the help of standardized scale and was used to measure the perception of employees from three organizations, namely, Taj Group of Hotels, E&Y, and ONGC. The sample size was of 90 respondents including the employees of top level, middle level, and junior level management. The tests used for the study were factor analysis, Pearson's correlation, and Kruskal-Wallis test.*

Findings: *It was found that Intention to Stay, CSR, and Motivation were positively correlated to the tune of 0.5, 0.592, and 0.827, respectively, with Employer Branding at the confidence level of 99%. We further developed a model through SEM and found that Employer Branding was explaining CSR and Motivation as the multiple squared correlation value was 36% and 77% respectively. Further, we tested the relationship between Motivation and Intention to Stay and found that motivation explained 35% of the variance in ITS.*

Research Limitations/Implications: *As the study was based on the primary data, its accuracy depends on the accuracy of the responses given by the respondents.*

Practical Implications: *The results would be useful for the organizations of the energy and service industries, in order to create a good Employer Brand image which would help them to retain their employees and enhance motivation level.*

Originality/Value: *The study is valuable in the Indian context as the relationship of Employer Branding with Intention to Stay, CSR, and Motivation have been found to be significant.*

Key Words: *Employer Branding, Intention to Stay, Corporate Social Responsibility, Motivation.*

Introduction to Employer Branding

Employer branding has recently become a very prevalent concept for HR professionals and researchers. Nowadays, organizations have become aware that through the practice of Employer Branding the best

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talent in the market can be attracted, retained, and motivated. Earlier, organizations used to attract the talent by offering good compensation packages, but gradually, it has been observed that it is not only good salary that attracts the employees; but other factors too influence the choice of organization by the employees. “Employer branding is a relatively new approach towards recruiting and retaining the best possible human talent within an employment environment that is becoming increasingly competitive” (Backhaus and Tikoo, 2004).

The term ‘Employer Brand’ was first used in the early 1990s to signify an organization’s reputation as an employer. Since then, it has been commonly implemented by the global management community. “Employer brand is the image of an organization as a ‘great place to work’ in the mind of current employees and key stakeholders in the external market (active and passive candidates, clients, customers, and other key stakeholders). The art and science of employer branding is, therefore, concerned with the attraction, engagement, and retention of initiatives targeted at enhancing a company’s employer brand.” (Minchington, 2010)

The concept of Employer Branding can be understood through product branding concept. In product marketing, consumers make purchase decisions based on their brand perceptions and expectations of the brand experience. Similarly, for improving the brand image of the companies, employer branding not only enhances and hardens corporate reputation for fairness, inclusion, and opportunity for all; but also augments motivation levels and productivity in the work. Employer branding depends on marketing concepts for highlighting the positioning of a company as an employer. The ‘customers’ discussed here are the ‘employees/potential employees’, however the purpose remains the same: attracting new customers while retaining the current ones. Also, similar to consumer brand, the employer brand highlights the emotional and rational benefits which are provided by the employer to the employees. However, there are radical differences among Employer branding, product branding, and corporate branding. Employer branding is considered as an activity in which the principles of marketing, in precise the “science of branding”; is applied to human resource activities with regard to current and potential employees. Employer branding considers current and potential employees as goals, while product branding considers the demonstration of a product to customers and corporate brand considers how the organization is to be represented to a variety of external audiences.

The purpose of this study is to find out the relationship between employer branding and retention rate of employees in the organizations. Further, this study purports to find out whether the level of motivation is affected by the employer branding. Nowadays, employees are becoming more concerned towards the Corporate Social Responsibility (CSR) activities, on that accord the study also aims to find out whether there is any relationship between the employer branding and CSR.

Employer Branding: Literature Review

The literature available on employer branding is considerable, however there is a dearth of literature available on linkage of employer branding with CSR, Motivation, and Retention.

“Employer branding has been described as the sum of a company’s efforts to communicate to existing and prospective staff that it is a desirable place to work” (Lloyd, 2002). It can also be described as “a company’s image as seen through the eyes of its associates and potential hires” (Martin and Beaumont, 2003). Ambler and Barrow (1996) defined employer branding as “the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company”.

“According to Aaker (1991), established brand is regarded as a critical means for differentiating between products and creating competitive advantage for organizations. Likewise, employer branding has become a new approach in order to gain an edge in the competitive world. Also Employer Branding refers to the procedure of recognizing and creating a company brand message by applying traditional principles of marketing to achieve the status of employer of choice (Sutherland et al., 2002). According to Barrow and Mosley (2005), it is not only used to transmit the message about the persona of a company as an employer of choice, but it also has been used to adapt the tools and techniques which are generally used

to motivate and engage employees. Like a consumer brand, it is an emotional relationship between an employer and employee” (Dawn and Biswas, 2010).

Organizations today seek dual role of attracting new employees and retaining the existing lot. Singh (1996; 2002a) stated that an organization incurs costs to retain the employees and even assures that an employee is being looked after retirement in the form of retirement benefits. He further discussed that it is not only the intention of the employees to stay in the organization but also the intention of an organization to retain its employees that matters. Singh (2002b) further showed the importance of human capital and the need to develop the same. Singh and Sharma (2011a and 2011b) found the level of satisfaction amongst the employees due to better knowledge management. On this pretext, employment advertising and employment branding will assume important roles in organizations (Berthon et al., 2005). Employer branding has been introduced as a method of enhancing retention by making the promise of employment (brand promise), so distinctive and superior to that of the competitors that the employee would not consider switching (Taylor, 2002). Retention however, focuses on keeping the talent that contributes to the success of the organization (Buenger, 2006). Specifically, positive impacts of retention are identified as increased sales growth and improved employee morale in conjunction with firm’s profitability and market value (Allen et al., 2010). Hence, in most of the cases higher retention will benefit. Organizations that are having strong culture, and experience have increased the retention of employees in addition to the augmented satisfaction and commitment (Wheeler et al., 2006).

It has been observed that in the past decade, the game of retaining talent has become more challenging. Morgan (2008) argues that companies should take this seriously and survey what they could do better to retain top talent. To understand the association between employer branding and employee retention, and to test the concept, Saunders et al., (2007) recommended to investigate the affect of employer branding efforts on retention.

Morgan (2008) argument about taking retention seriously is supported by Glen (2006) who mentioned that for many companies the retention of key skills, employee engagement and to some extent also employee motivation and attendance are key operational and even strategic concerns. Glen (2006) recommended that a more holistic view in the employee engagement planning should be taken by the companies to manage the required key elements, so as to enhance the motivation, attendance, and employee retention. Lather et al. (2010) mentioned that organisational culture comprises the attitudes, experiences, beliefs and values of an organisation. Also, greater involvement in nurturing and developing the right type of culture would lead to higher level of motivation and engagement in the organization (Sinha et al., 2010). Another approach to look at this, is to think of a sequence of “predictors” which need to be knowingly managed; in several cases it could be incurring additional cost and in several incurring incremental cost, but with potential return when dealt with appropriately. Further, Singh & Jain (2013) developed a model, based on their study, in which Employer Branding was affecting Motivation and Motivation was affecting Intention to stay. Motivation was having a mediating effect there.

Corporate social responsibility refers to the corporate getting associated with society for some noble cause. The association can be in any way either by getting associated with a Charitable Trust or an NGO or some other public undertaking. By satisfying the expectations of society, organizations not only avoid the government’s tighten up of regulatory movements, but also develop trust of employees in the organization. Thus, to operate above the moral minimum of the market is in the best interests of an organization. The past decade has seen unprecedented growth in the importance of corporate social responsibility (CSR) for investors, employees, and other stakeholders. Awang and Jusoff (2009) found that there are three elements of corporate reputation which highly contribute to the corporate reputation of the firm; these are (a) emotional appeal towards the services, (b) emotional appeal towards the firm, and (c) corporate social responsibility of the firm. Freeman and Albinger (2000) advised that an organization’s corporate social responsibility provide a competitive advantage in order to attract the applicants to the organization. Backhaus (2004) has given a strong advancement on how employer branding can be understood by concluding the presence of several magnitudes of the construct, such as: corporate social responsibility; customer orientation; and work-family balance. The studies show that

new graduates are becoming increasingly concerned about a company's values and how socially responsible they are while considering where to work (Edwards, 2005; Backhaus et al., 2002).

Research Objectives

This study shall aim to find out the dimensions of employer branding of organizations in India, its relationship with the most crucial element of organization, i.e., retention of employees, most evident part of the corporate world today – Corporate Social Responsibility (CSR), and the motivation of employees. This study will also look into the relationship between the motivation levels of employees and employer branding. Based on the review of literature, we hereby formulate the objectives and hypotheses for the study.

Objectives

1. To find out the dimensions of Employer Branding of organizations in India.
2. To find out the relationship between Employer Branding and retention rate of employees of the organizations in India.
3. To find out the relationship between Employer Branding and Corporate Social Responsibility (CSR) of the organizations in India.
4. To find out the relationship between Employer Branding and Motivation of employees of the organizations in India.
5. To find out the relationship between Motivation and retention rate of employees of the organizations in India.
6. To develop a model based on Employer Branding, Corporate Social Responsibility (CSR), Intention to Stay, and Motivation.
7. To measure the level of motivation of employees with reference to the motivators regarding the factors of motivation.

On the basis of the objectives mentioned above, following are the hypotheses for the study.

Hypotheses

H01: There is no relationship between Employer Branding and Intention to Stay of employees of the organizations in India.

H02: There is no relationship between Employer Branding and Corporate Social Responsibility (CSR) of the organizations in India

H03: There is no relationship between Employer Branding and Motivation of employees of the organizations in India.

H04: There is no relationship between Motivation and Intention to Stay of employees of the organizations in India.

H05: There is no difference among not motivated, motivated, and highly motivated employees regarding factors of motivation with reference to the following motivators:

- (a) Organization's brand image.
- (b) Interesting work.
- (c) Good salary.
- (d) Appreciation for job well done.
- (e) Job security.
- (f) Good working conditions.
- (g) Promotions and growth in the organization.
- (h) Feeling of being a part of the things.

- (i) Personal loyalty to employees.
- (j) Tactful discipline.
- (k) Sympathetic help with personal problems.

Research Methodology

Questionnaire

The primary data was collected with the help of structured questionnaire through the survey method. The method of collection of sample in this research study was stratified random sampling. The questionnaire was intended to ascertain the perception of employees regarding Employer Branding, CSR, Intention to Stay, Motivation, and Motivators. The standardised questionnaires of Borgohain (2010), Kimpakorn and Tocquer (2008) and Nigel Wright Recruitment (2008) were adapted in this research study to measure the dimensions of Employer Branding. These questions were then modified as per the requirement of the study. The questions for CSR were taken from the study of Andersen (2008) and improved to meet the objectives of study. Questions for Intention to Stay were adapted from the study of Masroor and Fakir (2009). Questions for motivation were adapted from the study of Lin (2007), who developed the questionnaire according to the ten ways a manager can motivate their employees, Economy and Nelson (2003) and 10 scales of Lindner (1998). 111 statements of the questionnaire were based on 5-point Likert scale, whereas 11 statements were based on the three levels of the motivation. In total, the questionnaire used for the study consisted of 122 statements, out of which 9 statements were reverse coded.

Reliability

To test the reliability of the instrument Cronbach's alpha score was used. Generally, it is considered that if the value of alpha is equal or greater than 0.7, then the instrument used is reliable and acceptable. In this study, the value of Cronbach's alpha before applying factor analysis came out to be 0.956 for Employer Branding, 0.893 for CSR, 0.935 for Intention to Stay and 0.976 for Motivation. Later, factor analysis was conducted on Employer Branding and Motivation, for which alpha came out to be 0.952 and 0.969, respectively. The value in all the four cases is above 0.7. So, it can be said that the instrument that was used in this study is reliable.

Sample

Employer branding is basically the perception of employees- current and prospective about the brand image of the organization, thereby people interviewed were the employees positioned in each level of hierarchy of the company. For the study, the focus was on three organizations, namely, Taj Group of Hotels, Ernst & Young, and ONGC. Thirty questionnaires were collected from each of the organization. Out of thirty respondents, two were from top level management, eight were from middle level management, and twenty were from junior level management. In all, ninety questionnaires were collected from above mentioned three organizations. Among these ninety respondents, numbers of male were sixty six and females were twenty four, respectively.

Factor Analysis

Factor analysis is a statistical method used to describe variability among observed, correlated variables in terms of a potentially lower number of unobserved variables called factors. Before applying factor analysis, data were tested for the KMO and Bartlett's Test to confirm the sampling adequacy. The KMO (Kaiser-Meyer-Olkin) is used to measure the adequacy of the sampling which indicates the proportion of variance in the variables that might be caused by underlying factors. KMO value which is close to 1 generally indicates that a factor analysis may be useful with the data, but if the value is less than 0.50, then the results of the factor analysis probably won't be useful. Bartlett's test of sphericity tests the hypothesis that the correlation matrix is an identity matrix, which would indicate that the variables are unrelated and, therefore, unsuitable for structure detection. If the Bartlett's Test value is less than 0.05 of the significance level, then the factor analysis is useful with the data.

Analysis and Interpretation

In this study data has been tested for factor analysis of Employer Branding and Motivation. On inspection, the values of KMO came out to be 0.849 and Bartlett's test of sphericity reaching significance. Both the values indicated that the factor analysis would be useful with the data. Principal component analysis method and Varimax rotation were used; wherein principal component analysis refers to the principal components model, in which items are assumed to be exact linear combinations of factors, and Varimax rotates the axis such that the two vertices remain 90 degrees (perpendicular) to each other. Earlier, number of factors extracted were 9, having Eigen value greater than 1, but it did not come out to be meaningful on theoretical grounds. Again factor analysis was applied and fixed number of factors extracted were 5, having Eigen values greater than 1. The small coefficients were suppressed at 0.5 cut-off point and 6 statements were removed because of their low factor loading. After removing those statements, the value of KMO came out to be 0.860. These five factors together accounted for almost 61% of the variability in the original variables. All the 5 factors were given a name in confirmation with the face validity. Following are the factors extracted with their headings:

1. Management of the Organization

Table 1

S. No.	Statements	Factor Loading
1.	This organization is interested in my satisfaction.	0.821
2.	I rely on this organization to solve employee problems.	0.809
3.	There is a supportive, open, and approachable management style among line managers in this organization.	0.765
4.	This organization never disappoints me.	0.747
5.	The organization empowers employees to take their own decision on matters pertaining to their jobs.	0.715
6.	If this organization makes a claim or promise to me, it is probably true.	0.712
7.	Creating a transparent work culture, employees participation in management, organization climate, and brand image are the cornerstone of the retention strategy of the organization.	0.688
8.	Management provides excellent incentives and rewards at all levels for service quality, not just productivity.	0.681
9.	This organization would be willing to solve a problem I might have with the work.	0.675
10.	This organization is honest and sincere in addressing my concerns.	0.670
11.	I am very satisfied with the organization's recruiting and selection of employees to have the right people for the right job.	0.644
12.	I am very satisfied with the manager's efforts to plan, coordinate, set goals, and establish routines for giving good service.	0.596
13.	I have the opportunities to do what I do best in my work and I wish to continue with the job and remain loyal to the organization.	0.542
14.	Management in this organization provides freedom and authority to employees to act independently in order to provide excellent service.	0.530
15.	Employees would like to associate themselves with the organization as it demonstrates a brand of success, unique leadership quality, employees' engagement initiatives that instil a deep sense of pride and commitment.	0.529
16.	I have a great feeling about contributing worthwhile for the organization and facilitating thereby towards creation of organization's image.	0.524

2. Perceived Organizational Prestige

Table 2

S. No.	Statements	Factor Loading
1.	People in my community think highly of this organisation.	0.745
2.	It is considered prestigious in my community to work for this organisation.	0.706
3.	This organisation has a good reputation with the customers.	0.690
4.	Customers perceive the people who work in this organisation are high calibre people.	0.682
5.	This organisation is considered one of the best in its sector.	0.670
6.	The organisation is to be considered as an 'employer by choice' amongst enterprises in India.	0.655
7.	This organisation does not have a good reputation in my community.	0.587

3. Transparency and Leadership

Table 3

S. No.	Statements	Factor Loading
1.	Company recruitment brochures or web site gave me detailed information about their job opportunities.	0.806
2.	This organization keeps the employees well informed.	0.681
3.	The employees and management all endeavour to "live the brand", "thrive the brand" and "survive the brand" and facilitate in creation of a unique enterprise.	0.632
4.	The organization's dealings with public are transparent and it maintains effective public relations.	0.585
5.	Job postings gave me detailed information about openings for which this organization is recruiting.	0.581
6.	Every employee in this organization receives training that enhances his/her ability to deliver high quality service.	0.575
7.	Management provides excellent leadership.	0.530

4. Organization Fit

Table 4

S. No.	Statements	Factor Loading
1.	This organization is convenient for me as a place to work.	0.755
2.	The retention rate of employees is high due to job security, service benefits, social security measures, and employer's brand image.	0.683
3.	My organisation fulfill my needs.	0.614
4.	My organisation is a good overall match for me.	0.611
5.	When compared with other organizations, my organization provides better employees, benefits.	0.553

5. People from other organisations look down at this organisation.

Factor Analysis on Motivation

To find the difference between the level of motivation with reference to the motivators, factor analysis on the motivation has been done, where Principal Component Analysis and Varimax rotation were used. The values of KMO and Bartlett's Test came out to be as 0.845 and 0.000, respectively. Number of factors extracted were 10 having Eigen value greater than 1, but we could not justify the face validity. Then, 2 fixed number of factors were extracted having Eigen value greater than 1. The coefficients were suppressed at 0.6 cut-off point and 21 statements were removed because of their low factor loadings. Value of KMO, after removing those 21 statements, came out to be 0.894. These 2 factors Together account for almost 53% of the variability in the original variables.

Following are the factors extracted with their headings:

1. Individual Level Factor

Table 5

S. No.	Statements	Factor Loading
1.	My immediate supervisor understands the problem I face at work.	0.863
2.	My immediate supervisor shows respect and is flexible towards my family responsibility.	0.798
3.	My immediate supervisor is willing to promote me.	0.794
4.	My immediate supervisor cares about me as an individual.	0.777
5.	I am satisfied with my immediate supervisor as a positive role model.	0.760
6.	I feel that my job performance is fairly evaluated.	0.747
7.	My immediate supervisor is concerned about my personal needs and problems.	0.730
8.	My immediate supervisor accepts mistakes I make in the process of trying new things.	0.723
9.	My immediate supervisor takes time to meet and listen to me.	0.719
10.	I am satisfied with my overall job security.	0.713
11.	My immediate supervisor has reasonable expectations from my work.	0.713
12.	My immediate supervisor accepts comments.	0.707
13.	I receive informal praise and appreciation on my work performance.	0.686
14.	I am satisfied with the recognition I receive for my accomplishment.	0.680
15.	This is the type of job in which I can feel a sense of accomplishment.	0.675
16.	The training I have is enough to perform my tasks required.	0.656
17.	My job requirements are clear.	0.652
18.	My immediate supervisor trains me whenever necessary.	0.642
19.	The department I am working in is an enjoyable place to work.	0.642
20.	My immediate supervisor gives me feedback that helps me in improving my performance.	0.637
21.	I am informed with the status of the company, e.g. if the company is making a profit or loss.	0.633
22.	I am satisfied with the pay and benefits.	0.627
23.	The pay matches my responsibility.	0.620
24.	I am aware of the promotions, demotions, turnover in the company.	0.617
25.	Managers seem willing to invest in the development of new team members.	0.611
26.	My department uses employee feedback to make improvements.	0.606

2. Organizational Level Factor

Table 6

S. No.	Statements	Factor Loading
1.	I understand the company’s mission statement, vision, and values.	0.749
2.	The company holds celebrations for success.	0.742
3.	The company holds monthly or yearly social events.	0.740
4.	The company supports frequent contests, celebrations, and team building activities.	0.714
5.	Diverse perspectives are valued within my department.	0.683
6.	My department holds regular team meetings.	0.617

Correlation

The Pearson’s correlation coefficient has been used to find out the correlation among variables. It measures the linear association between two scale variables. As per Pearson’s correlation, the value for correlation can fall between -1.00 (perfectly negative correlation) and 1.00 (perfectly positive correlation). Where correlation value zero (0) depicts that there is no correlation.

Table 7
Correlations

		E BRAND	CSR	ITS	Motivation
E BRAND	Pearson Correlation	1	0.592**	0.500**	0.827**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	90	90	90	90
CSR	Pearson Correlation	0.592**	1	0.222*	0.479**
	Sig. (2-tailed)	0.000		0.035	0.000
	N	90	90	90	90
ITS	Pearson Correlation	0.500**	0.222*	1	0.595**
	Sig. (2-tailed)	0.000	0.035		0.000
	N	90	90	90	90
Motivation	Pearson Correlation	0.827**	0.479**	0.595**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	90	90	90	90

** Correlation is significant at the 0.01 level (2-tailed), * Correlation is significant at the 0.05 level (2-tailed).

From the Table 7, it is depicted that there is a positive correlation of 0.592 between Employer Branding and Corporate Social Responsibility (CSR), which is significant at 99% confidence level. It implies that organizations having higher Employer Branding are also involved in CSR activities. There is a positive correlation between Employer Branding and Intention to Stay, which is 0.5. It is also a significant result at 99% confidence level. It means that organizations having higher Employer Branding are having higher retention rate, i.e., intention of employees to stay in that organization increases. There is a positive correlation of 0.827 between Employer Branding and Motivation of employees and is significant at 99% level of confidence. As per Pearson’s correlation, 0.827 is pretty high. Thus, organizations having higher Employer Branding are also having highly motivated employees. Positive correlation of 0.595 between Motivation and Intention to Stay is also found to be significant at 99% level of confidence, which indicates that highly motivated employees are having higher intention to stay in the organization.

Results

1. We reject the H01 in favour of HA1, means there is a relationship between Employer Branding and Intention to Stay of employees of the organizations in India.
2. We reject the H02 in favour of HA2, means there is a relationship between Employer Branding and CSR of the organizations in India.
3. We reject the H03 in favour of HA3, means there is a relationship between Employer Branding and Motivation of employees of the organizations in India.
4. We reject the H04 in favour of HA4, means there is a relationship between Motivation and Intention to Stay of employees of the organizations in India.

Kruskal-wallis Test

In statistics, the Kruskal–Wallis one-way analysis of variance is used for comparing more than two samples that are independent, or not related. The parametric equivalence of the Kruskal-Wallis test is the one-way analysis of variance (ANOVA). The factual null hypothesis is that the populations from which the samples originate have the same median. When the Kruskal-Wallis test leads to significant results, then at least one of the samples is different from the other samples. The test does not identify where the differences occur or how many differences actually occur. It is an extension of the Mann–Whitney U test to 3 or more groups.

Factor 1: Individual Level Factor

Individual level as a factor of motivation explains that how an employee gets motivated on the job as an individual. Here his/her personal lookout about the job satisfaction is considered. The motivators as discussed earlier have been studied with the individual level. With the help of this, we wanted to study the difference (if any) among the not motivated, motivated, and highly motivated category. If the p value is less than 0.05 then there is significant difference amongst not motivated, motivated and highly motivated employees, else there is no significant difference.

Table 8
Kruskal-Wallis test

Motivators	Not motivated		Motivated		Highly motivated		Kruskal-Wallis test
	N	Mean Rank	N	Mean Rank	N	Mean	
Organization’s brand image	1	12.50	26	38.12	63	49.07	0.088
Interesting work	11	17.95	40	45.06	39	53.72	0.000***
Good salary	11	17.09	41	54.18	38	44.36	0.000***
Appreciation for job well done	9	12.72	52	48.61	29	50.10	0.000***
Job security	4	6.13	44	43.74	42	51.10	0.004***
Good working conditions	8	13.69	43	39.91	39	58.19	0.000***
Promotions and growth in the organization	10	18.15	42	43.46	38	54.95	0.000***
Feeling of being a part of things	11	16.45	45	45.18	34	55.32	0.000***
Personal loyalty to employees	10	13.60	53	46.15	27	56.04	0.000***
Tactful discipline	13	19.15	50	44.64	27	59.78	0.000***
Sympathetic help with personal problems	14	21.71	43	41.19	33	61.21	0.000***

*** Statistically Significant Difference at 99% Confidence Level.

The Table 8 presents the relations between the three measures of motivation: not motivated, motivated, and highly motivated, and the various motivational factors for the independent variable “Individual level factor”. All the variables have a significant difference, except for Organization’s Brand Image.

For organization’s brand image, Out of 90 employees, only one employee has answered in favour of ‘not motivated’; they are either motivated or highly motivated, implying that brand image of an organization plays an important role to motivate the employees. However, statistically there is no significant difference between motivated and highly motivated.

Considering individual level factor, there is a significant difference amongst not motivated, motivated and highly motivated regarding interesting work, good salary, appreciation for job well done, job security, good working conditions, promotions and growth in the organization, feeling of being a part of things, personal loyalty to employees, tactful discipline, and sympathetic help with personal problems. Highly motivated employees find their job more interesting than motivated employees, and motivated employees find it more interesting than not motivated employees. On the basis of individual level factor, highly motivated and motivated employees are satisfied with the salary structure of an organization than not motivated employees.

Factor 2: Organizational Level Factor

Organizational level factor as a factor of motivation expounds that how an employee gets motivated on the job while working as a part of the organization. How an employee feels being a part of the organization, can be considered here for further study.

Table 9
Kruskal-Wallis test

Motivators	Not motivated		Motivated		Highly motivated		Kruskal-Wallis test
	N	Mean Rank	N	Mean Rank	N	Mean	
Organization’s brand image	1	8.00	26	41.81	63	47.62	0.219
Interesting work	11	29.50	40	45.79	39	49.72	0.073
Good salary	11	33.09	41	52.35	38	41.70	0.045*
Appreciation for job well done	9	27.00	52	47.36	29	47.91	0.078
Job security	4	28.63	44	44.59	42	48.06	0.340
Good working conditions	8	19.19	43	41.58	39	55.22	0.001***
Promotions and growth in the organization	10	28.75	42	41.88	38	53.91	0.011*
Feeling of being a part of things	11	26.68	45	46.52	34	50.24	0.030*
Personal loyalty to employees	10	21.40	53	44.90	27	55.61	0.002***
Tactful discipline	13	19.96	50	46.73	27	55.52	0.000***
Sympathetic help with personal problems	14	33.96	43	42.55	33	54.24	0.029*

* Statistically significant difference at 95% confidence level.

*** Statistically significant difference at 99% confidence level.

The Table 9 presents the relations between the three measures of motivation: not motivated, motivated, and highly motivated, and the various motivational factors for the independent variable “Organizational level factor”. Herein, all the variables have a significant difference, except for 4 variables, i.e., Organization’s Brand Image, Interesting Work, Appreciation for job well done, and Job Security.

In terms of Organizational level factor, there is a significant difference at 95% level of confidence among not motivated, motivated, and highly motivated regarding good salary, promotion and growth in the organization, feeling of being a part of things, and sympathetic help with personal problems. However, there is a significant difference at 99% level of confidence among not motivated, motivated, and highly motivated regarding good working conditions, personal loyalty to employees, and tactful discipline.

It was found that there is no significant difference among not motivated, motivated, and highly motivated in terms of Organization’s Brand Image while considering both the factors (i.e., Individual Level Factor and Organizational Level Factor).

Results

Two factors of motivation were extracted, was applied the Kruskal-Wallis test with reference to 11 motivators. The results of the test applied are summarised in the Table 10.

Table 10

Factors Motivators	In terms of Individual Level factor	In terms of Organizational Level factor
Organization’s brand image	<i>Fail to Reject H05A</i>	<i>Fail to Reject H05A</i>
Interesting work	<i>Reject H05B</i>	<i>Fail to Reject H05B</i>
Good salary	<i>Reject H05C</i>	<i>Reject H05C</i>
Appreciation for job well done	<i>Reject H05D</i>	<i>Fail to Reject H05D</i>
Job security	<i>Reject H05E</i>	<i>Fail to Reject H05E</i>
Good working conditions	<i>Reject H05F</i>	<i>Reject H05F</i>
Promotions and growth in the organization	<i>Reject H05G</i>	<i>Reject H05G</i>
Feeling of being a part of things	<i>Reject H05H</i>	<i>Reject H05H</i>
Personal loyalty to employees	<i>Reject H05I</i>	<i>Reject H05I</i>
Tactful discipline	<i>Reject H05J</i>	<i>Reject H05J</i>
Sympathetic help with personal problems	<i>Reject H05K</i>	<i>Reject H05K</i>

Employer Branding and its Impact on CSR, Motivation, & ITS

The model specifies the Employer Branding with other components such as CSR, Motivation, and ITS and the causal relationship that follows. The exploratory factor analysis (EFA) was now tested with the Structural Equation Modelling (SEM) analysis. SEM provides a convenient framework for statistical analysis which includes several traditional multivariate procedures, e.g., factor analysis, regression analysis, discriminant analysis, as special cases (Hox & Bechger, 1998). SEM are often visualised by the path analysis.

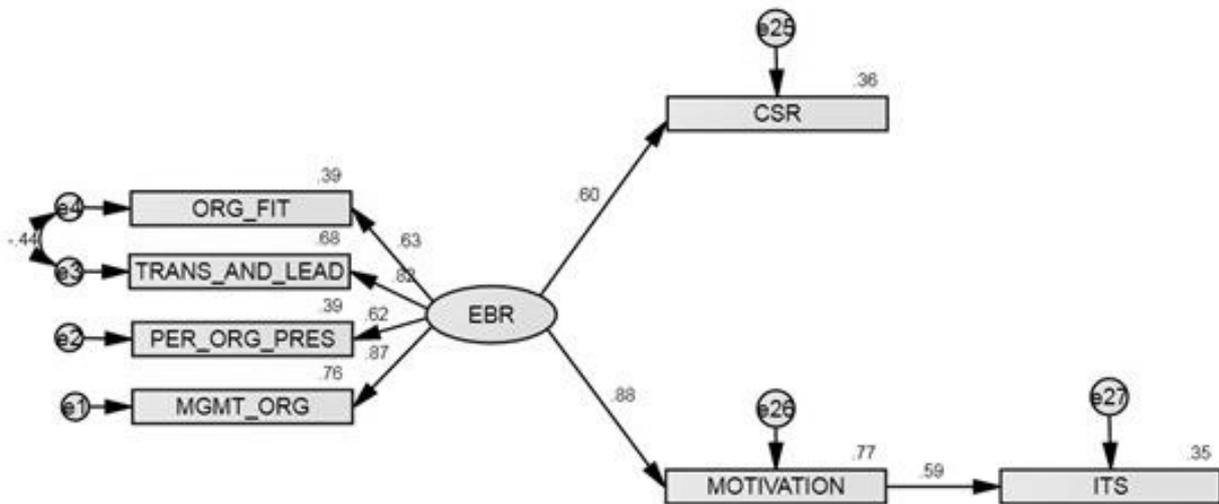


Figure 1

EBR- Employer Branding, MGMT_ORG- Management of the Organization, PER_ORG_PRES- Perceived Organizational Prestige, TRANS_AND_LEAD- Transparency and Leadership, ORG_FIT- Organization Fit, CSR- Corporate Social Responsibility, ITS- Intention to Stay.

Employer Branding was taken as a latent variable and the five factors that were explored in EFA were considered, whereas, CSR, Motivation, and ITS were considered as observed variables. It was found that out of 5 factors of Employer Branding, we had to drop 1 factor because of the validity issue. We see in the model that Employer Branding explains CSR and Motivation to a level of 36% and 77%, respectively. Further, Intention to Stay is also explained by the Motivation to a level of 35%. Also, Employer Branding is indirectly impacting the ITS via Motivation, that means the Employer Branding is explaining Motivation and Motivation, having a mediating effect, is explaining ITS.

Table 11

CMIN/DF	GFI	NFI	RMSEA
2.081	0.912	0.920	0.010

For a good model fit, it has been recommended; that a model exhibits a reasonable fit CMIN/DF does not exceed 3.0 Kline, (2004). For NFI the value should be 0.95 (Hu and Bentler, 1998). For GFI the value ranges from 0 to 1, where higher value indicates the good model fit (Diamantopoulos and Siguaw, 2000). The RMSEA below 0.10 is considered as acceptable (Hair et al., 2010). On the basis of fit indices given in the Table 11, it can be concluded that the model fit indicates a good fit.

Implications and Recommendations

Based on the analysis and interpretation of the data, it can be concluded that there is positive correlation of 0.5 at the significance level of 1%, between Employer Branding and Intention to stay which explains that if the Employer Branding of an organization is high then intention of the employees to stay in the organization is also high. To overcome the imminent problem of attrition, the organizations should focus on improving its brand image. By improving the brand image, the employers are in a position to convey to the prospective employees in general and current employees in particular the brand value of the organization.

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A positive correlation of 0.592 at the significance level of 1%, between Employer Branding and CSR is found. On finding that there is a good correlation between Employer Branding and CSR, it was imperative to check the causal relationship. To meet that end structural equation modelling was utilized, the SEM results substantiate that Employer Branding explains CSR by 36%, implying that higher employer branding points towards and leads to higher organizational involvement in CSR activities. This establishes that organizations having good brand image also follow and imbibe CSR practices; this study, therefore, recommends organizations to improve their employer brand and subsequently augment CSR activities in the organization.

The study also reported a positive correlation of 0.827 at the significance level of 1%, between Employer Branding and Motivation. On studying the causal relationship between Employer Branding and Motivation using SEM, it was found that that Employer Branding impacts Motivation by 77%, which emphasizes that higher employer brand leads to higher motivation among the employees in the organization. Therefore, in order to build a high motivation level among their employees, the organizations need to substantiate and build a vital focus on its Employer Branding activities or even creating a culture of branding the organization.

The model developed in this study makes an inroad in ushering a new paradigm. The model signifies a causal relationship of a strong employer brand with the CSR activities undertaken by the organizations. Further, Employer Branding also explains the motivation level of the employees, which implies that organizations having a good employer brand image is also able to motivate the employees at an increased level. This study also establishes the fact that highly motivated employees exhibit stronger intention to stay in the organization. We recommend that ideal management practices such as keeping the communication channel prompt, having transparent public dealings, providing excellent leadership etc., can be followed in a prompt manner to improve the employer brand image. Further, management of the organization can be improved by empowering employees to take their own decisions regarding their job, by providing autonomy to employees to act independently in order to provide excellent service, by having a supportive, open, and approachable management, etc.

While measuring the motivation level, it was found that there lies significant differences among not motivated, motivated, and highly motivated employees regarding the individual level factor with reference to all the motivators except organization's brand image. Also, in the terms of organizational level factor, four motivators (i.e., Organization's Brand Image, Interesting Work, Appreciation for job well done, and Job Security) fail to establish the difference among not motivated, motivated, and highly motivated employees. Therefore, it is recommended that the organizations should work towards creating its good employer brand image in order to highly motivate or motivate the employees. Organizational level factor, Organization's Brand Image, Interesting Work, Appreciation for job well done, and Job Security; don't seem to play the role of motivating the employees to an extent. It is recommended that the organizations, in order to increase the motivation level of employees at organizational level factor, should focus on improving the work culture by providing creating more interesting work, giving feedback or giving rewards for job well done, providing job security in a more better way, and employees a better workplace to work. Organization Brand Image motivator should be given more preference by the employers to motivate the employees as it does have an effect on CSR, Motivation, and ITS of employees.

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