

Abstract

This research investigates the phenomena of employer branding in Indian companies. The research was conducted through two studies: (1) a quantitative study, and (2) a qualitative study. The objective of the quantitative study was to determine the antecedents and consequences of employer branding. Employer branding was conceptualised in terms of (a) employer brand equity, (b) attraction and retention of talents, and (c) employer brand loyalty and employee engagement towards the brand. The antecedents of employer branding include the constructs drawn from OB and HRM theories and the consequences include the non-financial and financial performance of the companies. Three hundred forty seven senior executives from HR and branding professionals in 209 companies in India were surveyed administering a questionnaire. The results reveal that realistic job previews, perceived organizational support, equity in reward administration, perceived organizational prestige, organizational trust, leadership of top management, psychological contract obligations, and corporate social responsibility were positively associated with employer branding that furthered the non-financial and financial performance of companies. The most important predictor of employer branding was the leadership of top management. A qualitative study was carried out in five companies using semi-structured interviews. Critical examination of the narrations and descriptions of the interviews affirms the findings of the quantitative study. Furthermore, the visibility of the employer emerged as an additional antecedent of employer branding. Intervention can be made to improve the top-management leadership styles along with the other antecedents to enhance the brand of companies. The branded companies are non-financially well-up and financially positioned.

Keywords: Employer branding, antecedents of employer branding, human resource management, organizational behaviour, organizational performance.