Employer Branding: A Perspective of Practicing HR Professionals in ITeS Sector in Eastern India

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Abstract

Employer branding is a techniques adopted by the employer to establish a good faith of the organization in front of employees and other stake holders. The employer branding enhance the corporate image in front of current employee and also those who think to be a part of the organization. It is practice follow by the employer to recruit and search talent which is mostly fit as per organizational requirement. In this outlook the present paper we are trying to examine how the employer branding helps the Recruiters or HR generalist to search new talent and how this system support the HR people. The study only consider the Eastern India part specially Kolkata, Ranchi, Patna and Bhubaneswar. The study based on ITeS sectors specially TCS, WIPRO, Cognizant and Infosys. Total 139 data has been collected using personal interview with HR professional and generalist of these organizations. Data have been analysed with the help of statistical tools like chi-square to find the association between variables and multivariate factor analysis for identification of important variables. Finding of study explained that proper training on company mission, vision, values and benefits, showing career opportunities by using social media like face book and twitter and highlighting corporate brand image and exploring brand visibility and attractive help the HR generalist to recruit talent In the factor analysis we found two components is important to develop strong employer branding like brand positioning and attractiveness and utilizing of corporate image through social media, So overall, the study conclude that HR professional believe that proper brand positing, visibility and attractiveness and spreading image through social media help the organizations specially ITeS in India to attract new talents. This may cause the organizations to develop strong employer branding.

Introduction

In the 21st century, market is very much dynamic and challenging for organizations because of rapid changing of business environment and it is more concern for technology driven organizations. One of the challenges faced by the corporate world is the employment of a talented workforce (Chhabra and Sharma, 2014). The current practices is not like where multiple applicants applied for same position in a

company but that multiple companies with same position competing for the same candidates (Franca and Pahor, 2012). Today, recruitment process not only looking for filling up functional capability of employee but how his/her expertise match with goal of organizations and employers too (Gotsi and Wilson, 2001). As a result of this, the concept of organisations being the employer of choice has gained popularity with the Human resource management (King, 1998).

It is important for the organizations to strengthen their strength and opportunities to meet market challenges, in this regards emphasis of internal strength by providing utmost support to employees and other stakeholders. This approach can help organizations to reduce their talent crisis and enforcing talent to be part of the organizations, which result into development of progressive performance of organization in acquiring an exceptional workforce and make a sustainable positioning in market especially in ITeS in India where talent matters (Ambler and Barrow 1996). There are various reasons of talent scarcity faced by the organization, likewise changing the job structure and retirement of peoples from existing job roles, development and diversification of new and emerging areas in organizations, i.e. organizational operational diversification and market development, non-availability of talent as per requirements, open market accessibility and business scenario. In addition, talents are increasingly mobile, have highly transferable skills, and are well informed. Highly talented graduates can always find work, even in an economic slowdown. This uncertainty about talents make organization to review their strategic talent management policy and practices in terms of proving highest level of supports and values to employee, development of framework for attracting and retaining and motivating as per mission, vision, competitive position of the company in market . This is the integral part of any organizations to be successful in dynamic market (Zivnuska, Ketchen, and Snow, 2001).

In market, company brand value helps customers to identify and compare the best product and services with other product in the marketplace and build strong positioning of the products/ brand in market. It is employer brands of a company that helps potential candidates to understand the organizations' reputation as an employer. To enhance value proposition of employer brand in front of employees perspective requires number of stages like developing and enunciating core values of organizations, design and demonstrating suitable management plans for talents and their integration, implementation of jargon less healthy and transparent information system between employer and employee. This flawless process helps

employer to access right talent which reduces talent crisis, increase productivity level of human resource system and employee, save time and cost of recruitment and selection time and fulfilment of organizational goals within the time line. These are major determinants of organizations for accessing and searching talents. A company's employee value proposition, therefore, lies in the well-being of its employees (Employer Branding Trends Study 2016).

Employer brand is a reputation and employee value proposition of the job provider or employer. Minchington, B (2006) explains that it is the perception of prospective employer and an external stake holder about the brand value which is developed by the employer is recognised as "best place to work". It includes the initiatives to enhance the company's employer brand with employee attractive, engagement and retention initiatives.

Literature Review:

Khalid and Tariq (2015), had focused on external employee branding, and found that companies who were aware of and actively exercised employer branding strategies achieved better results in the recruitment process than companies who did not adopt employee branding strategies. Sokro (2012) came to similar conclusions, as he found that employers who were reputed as being better employees during their induction had higher success rates in their employment process. Eshoj (2012) concluded that graduates looking for jobs build their opinions on companies based on a few factors which are marketing, organizational communication, organizational reputation, word of mouth and media.   He further stated that "By integrating the employer brand as a vital part of the organisation's overall communication strategy and anchored in the overall organisational strategy, an organisation may be able to influence the pre-employment context". Sokro (2012), also investigated the internal employee branding, and suggest that employee's prefer working for reputable organization, and prefer organizations that value their employees and treat them fairly. It is seen that organizations who implemented healthy and transparent employer branding mechanism, carry positive and competitive organizational production outcomes. This proves that quality employee branding is highly beneficial for the organizations (Aldousari et al., 2017), which was further studied by Rathee and Ritu (2015), who concluded that social, economic development and organizations reputation have a significant impact on the employees perceived image of the organization. Wahba and Elmanadily (2015) stated that employer brands help on development of loyalty, satisfaction, trust and positive image towards organization and make difference with other in terms of value content.   Mwenje (2015)

argued that apart from business operations communications and product training, employees should be careful on the development and implementation of organizational vision, mission, goal and strategy and there should not any conflict between employee and employer. There is a research by Wallace et al (2014) on attracting and retain talent in relation to industry image and he pointed out that employer branding is strong connected with value proposition of the firm. These values are strongly associated with organizational culture, management style to the employee and current employment image, which help organizations to conceptualize their value offerings. This helps the organization to strengthen their own values and converted into employee productivity and retention.

Objectives of the study:

Employer branding is a tools used by the corporate to enhance their corporate image within the stakeholders mind. In this connection, all the people and institutions that are associated with the organization, develop a strong positioning about the organization. It helps the organization to search and retain talent people in the organization and develop good image in the market which is associated with their return on investment. Looking into the fact the present researcher is trying to address two basic objectives.

1.To examine the factors which influence HR professionals to search talent in ITeS sector in India?

2.To identify the importance determinants of employer branding associated with HR professional in ITeS sector in India.

Methodology of the study:

Development of strong employer brand is a concern for ITeS and a continuous research is going on in this regards to find out root cause of this. This study tried to find out some important determinants of employer brand which may help

HR professionals and recruitment managers to identify and select right talent. Looking into this phenomenon, study has been confined within the HR and recruiting professionals in various ITeS in Eastern India. This may help organization to set a standard mechanism to hire talent, efficient and effective workforce. Information has been collected from the HR professionals working under various positions in different ITeS organizations such as TCS, Wipro, Infosys and Cognigent etc. For study 139 data have been recorded on random basis from face to face interactions using structured questionnaire with HR professionals working in different ITeS. Very few questions have been address in this process to judge the role of employer brand on HR profession. Data has been analysed with the help of different statistical tools such as chi-square and multivariate techniques like factor analysis to find out association between variables and identification of important variables. SPSS package has been used for analysis.

Limitation of present research:

The research has certain limitations, like it considers only HR professional and recruitment managers working in ITeS. In this regards we have selected 139 respondents. We only consider the Eastern part of India not in whole. We have also selected few IT organization and also limited the number of respondent because of working restriction of the professional and non availability of their time.

Demographic description of the respondents:

78% respondent Age Profile for HR Survey is 25 to 34 years, 16% respondent Age Profile for HR Survey is 18 to 24 years, 5% respondent Age Profile for HR Survey is 35 to 44 years, and only 1% respondent Age Profile for HR Survey is 45 to 54 years. Gender Profile for HR Survey. 71% respondent is Female, and 29 % respondent is Male. Marital Status for HR survey, 55 % respondent is single and 45% respondent is married.

Table No- 1

Brand positioning and employee value propositions

Brand positioning and employee value propositions	Frequency	Percent
Neutral	16	11.5
Agree	66	47.5
Strongly Agree	57	41.0
Total	139	100.0

In this above table 4.1 defines Recruiters & HR Generalists are aware of our mission, vision, values and benefits i.e. Brand positioning and employee value propositions.47% respondent say Recruiters & HR Generalists are aware of our mission, vision, values and benefits i.e. brand positioning and employee value propositions is agreeing, 41% respondent say Recruiters & HR Generalists are aware of our mission, vision, values and benefits i.e. brand positioning and employee value propositions is Strongly agreeing, 12% respondent say Recruiters & HR Generalists are aware of our mission, vision, values and benefits i.e. Brand positioning and employee value propositions Neutral.

Table No -2

Organization is continuously showcasing the opportunities and benefits

Publish opportunities on website career Page / Face book Page / linked in Page	Frequency	Percent
Disagree	1	.7
Neutral	13	9.4
Agree	106	76.3
Strongly Agree	19	13.7
Total	139	100.0

In this above table 4.2 shows organization is continuously showcasing the opportunities and benefits.76% respondent say organization is continuously showcasing the opportunities and benefits is agree, 14% respondent say organization is continuously showcasing the opportunities and benefits is Strongly agree, 9% respondent say organization is continuously showcasing the opportunities and benefits is Neutral, 1% respondent say organization is continuously showcasing the opportunities and benefits is Disagree.

Table No- 3

All our recruiter and HR Generalists are trained to sell our corporate Brand to the employees

Highlight good corporate image to employee by recruiter and HR	Frequency	Percent
Neutral	20	14.4
Agree	96	69.1
Strongly Agree	23	16.5
Total	139	100.0

In this above table 4.3 count the responses of respondents on recruiter and HR Generalists are trained to sell our corporate Brand to the employees.69% respondent say recruiter and HR Generalists are trained to sell our corporate Brand to the employees is agree, 17% respondent say our recruiter and HR Generalists are trained to sell our corporate Brand to the employees is Strongly agree, 14% respondent say recruiter and HR Generalists are trained to sell our corporate Brand to the employees is Neutral.

Table No-4

HR believe a strong employer branding help secure more number of applicants through multi-channel sourcing due to company's brand visibility & attractiveness

Applicants through multi-channel sources through Employer branding	Frequency	Percent
Disagree	1	.7
Neutral	13	9.4
Agree	65	46.8
Strongly Agree	60	43.2
Total	139	100.0

In this above table 4 count that .47% respondent say strong employer branding help secure more number of applicants through multi-channel sourcing due to companies brand visibility & attractiveness is agree, 43% respondent say strong employer branding help secure more number of applicants through multi-channel sourcing due to companies brand visibility & attractiveness is Strongly agree, 9% respondent say strong employer branding help secure more number of applicants through multi-channel sourcing due to companies brand visibility & attractiveness is Neutral. 1% respondent say strong employer branding help secure more number of applicants through multi-channel sourcing due to company's brand visibility & attractiveness is Disagree.

Table No- 5

Strong employer branding help reduce cost per hire significantly

Cost effective hiring through employer branding	Frequency	Percent
Neutral	13	9.4
Agree	89	64.0
Strongly Agree	37	26.6
Total	139	100.0

In this above table 5 represent that 64% respondent say strong employer branding help reduce cost per hire significantly is agree, 27% respondent say strong employer branding help reduce cost per hire significantly is Strongly agree, 9% respondent say strong employer branding help reduce cost per hire significantly is Neutral.

Chi-Square analysis for Digital Employer Branding: A Perspective of HR Professionals factor.

Table no-6
Relationship between Brand positioning and employee value propositions with different age group.

Contingency table of Brand positioning vs age							
			AGE				
			Between 18 yrs to 24 yrs.	Between 25 yrs to 34 yrs.	Between 35 yrs to 44 yrs	Between 45 yrs to 54 yrs	Total
Our Recruiters & HR Generalists are aware of our mission, vision, values and benefits i.e. Our brand positioning and employee value propositions	Neutral	Count	9	7	0	0	16
		% within AGE	40.9%	6.5%	0.0%	0.0%	11.5%
	Agree	Count	12	47	6	1	66
		% within AGE	54.5%	43.5%	85.7%	50.0%	47.5%
	Strongly Agree	Count	1	54	1	1	57
		% within AGE	4.5%	50.0%	14.3%	50.0%	41.0%
Total		Count	22	108	7	2	139
Chi-square statistics- 33.194, degrees of freedom-6, "p- value"- 0.000 (significant)							

(source- primary survey)

Above results (table no-6) stated those brand positioning and employee value propositions are significantly associated with the different age group of respondents. The study based on experience of HR professional in ITeS sectors towards employer branding and it is clear that brand positioning and highlighting value proposition help the HR professional to recruit talent in the ITeS sectors. The calculated value of Chi-square is 33.194 at 6 degrees of freedom which is much more higher than table value (12.592) at 5 percent level and result does not support hypothesis, Hence Brand positioning and employee value propositions with different are significantly associated with different age group of respondents. we conclude that the Recruiters & HR Generalists are aware of our mission, vision, values and benefits are significantly different to the Age.(Kothari, C, R & Garg, G, (2015).

Table -7

Publish opportunities on website career Page / Face book Page / linked in Page and Age

Contingency table between Publish opportunities on website career Page / Face book Page / linked in Page and Age							
			AGE				
			Between 18 yrs to 24 yrs.	Between 25 yrs to 34 yrs.	Between 35 yrs to 44 yrs	Between 45 yrs to 54 yrs	Total
Publish opportunities on website career Page / Face book Page / linked in Page	Neutral	Count	9	7	0	0	16
		% within AGE	40.9%	6.5%	0.0%	0.0%	11.5%
	Agree	Count	12	47	6	1	66
		% within AGE	54.5%	43.5%	85.7%	50.0%	47.5%
	Strongly Agree	Count	1	54	1	1	57
		% within AGE	4.5%	50.0%	14.3%	50.0%	41.0%
Total		Count	22	108	7	2	139
Chi-square statistics – 26.144 , degrees of freedom – 9, "p- value" -0.002 (significant)							

(Source- primary data)

The above results describe chi-square relationship between the different ways of highlighting career opportunities through social media with different ages of respondents. The result shows strong association connection with these two components. The calculated value of Chi-square is 26.144 at 9 degrees of freedom which is much higher than table value (15.691) and result does not support our assumption, therefore, we can say that publish opportunities on website career Page / Face book Page / linked in Page are statistically significant with different age group of respondents. Hence we conclude that our organization is continuously showcasing the opportunities and benefits on our website career Page / Face book Page / linked in Page is not independent to the Age. From the above table we may conclude the advertise through social media help the HR professional to search more attractive talent for the employer which is an major tool of employer brand.

Table no-8

Test of relationship between Highlight good corporate image to employee by recruiter and HR and Age

			AGE				
			Between 18 yrs - 24 yrs	Between 25 yrs to 34 yrs	Between 35 yrs to 44 yrs	Between 45 to 54 yrs	Total
	Neutral	Count	3	14	3	0	20
		% within AGE	13.6%	13.0%	42.9%	0.0%	14.4%
	Agree	Count	19	73	3	1	96
		% within AGE	86.4%	67.6%	42.9%	50.0%	69.1%
	Strongly Agree	Count	0	21	1	1	23
		% within AGE	0.0%	19.4%	14.3%	50.0%	16.5%
Total		Count	22	108	7	2	139
Chi-square statistics – 11.743, degrees of freedom- 6 , "p-value" - .068 (insignificant)							

(Source- primary survey)

Result above table gives us an interesting indication that highlighting of good corporate image by the HR professionals or recruiters to recruit talent is not strongly associated with the different age group of respondents. This is partially association between the different age group of HR professional and highlighting good corporate image. Probability value is slightly greater because calculated value of chi-square is less than critical value at 5% level of significant; therefore, we conclude that all our recruiter and HR Generalists are trained to sell our corporate Brand to the employees is independent to the Age. We may conclude that HR professionals are not agrees in this point of highlighting good corporate image to search talent and to retain talent.

When we run chi-square test between applications through multi-channel sources through employer branding and age, we do not find any significant association between these two categorical variables, the value of chi-square statistics-6.899 at 9 degrees of freedom which is lower than critical value at 5 percent level of significant, here $p<0.05$, which is insignificant. It indicates the different age group of HR professional do not believe that multi-channel source of recruitment have no relationship with the employer branding. It may say that company brand visibility and attractiveness be a part of employer branding but application trough different source is an integral part of HR system and it vary time to time as per organizational recruitment process.

We found same kind of result, when we analysed Chi-Square analysis between strong employer branding help reduce cost per hire significantly and age, the calculated chi-square statistics (1.828) are much lesser than the theoretical value (12.592) at 5 percent level of significance and $p<0.05$, which states that strong employer branding help reduce cost per hire is not associated with the different age group of HR professionals.

Table No -9

Relationship between brand positioning and employee value propositions of HR professionals and Gender

Contingency table between brand positioning and employee value propositions of HR professionals and Gender.					
			GENDER		
			F	M	Total
Brand positioning and employee value propositions of HR professionals and Gender.	Neutral	Count	5	11	16
		% within Gender	5.1%	27.5%	11.5%
	Agree	Count	46	20	66
		% within Gender	46.5%	50.0%	47.5%
	Strongly Agree	Count	48	9	57
		% within Gender	48.5%	22.5%	41.0%
Total		Count	99	40	139
Chi-square statistics- 17.239, degrees of freedom- 2, :p-value"- .000 (significant at 5 percent)					

(Source- primary survey)

The above result represent that awareness of company mission, vision values and benefits i.e. brand positioning and employee value propositions make a significant contribution towards employer branding to recruit talent and this is dependent on gender wise of the HR professionals. Here calculated chi-square is greater than critical value (17.239 > 5.991) at 5 percent level of significance and p>0.05. Therefore, we can say recruiters & HR Generalists are aware of organization mission, vision, values and benefits is not independent to the Gender.

Table No- 10

Chi-Square test on Highlight good corporate image to employee by recruiter and Gender

Crosstab					
			GENDER		
			F	M	Total
All our recruiter and HR Generalists are trained to sell our corporate Brand to the employees	Neutral	Count	13	7	20
		% within Gender	13.1%	17.5%	14.4%
	Agree	Count	81	15	96
		% within Gender	81.8%	37.5%	69.1%
	Strongly Agree	Count	5	18	23
		% within Gender	5.1%	45.0%	16.5%
Total		Count	99	40	139
Chi-square statistics – 35.958, degrees of freedom-2, "p- value"- .000 (significant at 5 percent level)					

(source- primary survey)

When we find out the relationship with different age group of respondents in the previous discussion of chi-square, the result was insignificant but gender wise we found significant relationship with selling of corporate image by the HR professionals to the employee and that may built positive association of the employees towards the organization specially ITeS. Gender wise it shows that increase or reduce the corporate image by the HR professionals develop the value of the organization within the employees' mind which is a part of strong employer branding. Here value of chi-square greater than table value (35.958>5.991 and probability value below 0.05 percent, therefore we reject null hypothesis. Hence we conclude that all our recruiter and HR Generalists are trained to sell our corporate Brand to the employees is not independent to the Gender.

Gender wise we get different thought on the issues like highlighting career opportunities through social media. Result of chi-square is 6.020 which is lower than theoretical value (7.815) at 3 degrees of freedom that means organization is continuously showcasing the opportunities and benefits on our website career Page / Face book Page / linked in Page is independent to the Gender and not statistically significant. It may be the reason that HR generalist may think that social media advertising does not impact on employer branding which may cause to recruit talent and also social media can be the adverse effect within the talent mind because of authenticity.

Table No - 11

Test of relationships between applicants through multi-channel sources through Employer branding and Gender

Crosstab					
			GENDER		
			F	M	Total
Applicants through multi-channel sources through Employer branding	Disagree	Count	1	0	1
		% Gender	1.0%	0.0%	.7%
	Neutral	Count	5	8	13
		% Gender	5.1%	20.0%	9.4%
	Agree	Count	47	18	65
		% Gender	47.5%	45.0%	46.8%
	Strongly Agree	Count	46	14	60
		% Gender	46.5%	35.0%	43.2%
Total		Count	99	40	139
Chi-square statistics- 8.117, degrees of freedom -3, p value – 0.044 (significant)					

(source- primary survey)

From the above result, we find out the positive association between gender and applicants through multi-channel sources i.e. search talent through different sources of digital platform. Calculated value of chi-square result greater than theoretical value, i.e.7.815 at 3 degrees of freedom, it falls under rejection region, i.e. p<0.05 and null hypothesis got rejected. It is a valid point highlighted in the research through HR professionals and broadly they believe company brand visibility and attractiveness help the recruiters to search talents and gender wise they agree that increase brand visibility and attractiveness attract talent to apply through multi channel and reduce the rejected level of the applicants.

We found insignificant association between strong employer branding help reduce cost per hire significantly and Gender. Calculated value of chi-square 5.393, which is lower than theoretical value (5.991) at 2 degrees of freedom. Hence we conclude that strong employer branding does not help to reduce cost per hire and this is not associated to Gender. The above statement make a sense that employer branding help the HR professional to search talent in different way but it is a concept developed by the employer make a positive positioning among the people who are associated or to be associate in the near future. Organizations spend huge cost to develop employer brand and we do not get any association with the opinion of HR professionals' gender wise.

Table No- 12

Analysis for Brand positioning and employee value propositions and marital status

Contingency table of chi-square			Marital status		
			MARRIED	SINGLE	Total
Brand positioning and employee value propositions	Neutral	Count	4	12	16
		% Marital status	6.5%	15.6%	11.5%
	Agree	Count	41	25	66
		% Marital status	66.1%	32.5%	47.5%
	Strongly Agree	Count	17	40	57
		% Marital status	27.4%	51.9%	41.0%
Total		Count	62	77	139
Chi-square statistics- 15.724, degrees of freedom- 2, "p value"- .000 (significant)					

Highlighting organizational philosophy make strong market value, in this sense table no-12 represent that focusing awareness of company, mission, vision, value and benefits make positive association among different category of people and result above support that views. We found significant association between two variables (15.724>5.991) and hence p<0.05. HR professionals and generalist believe that strong organizational value and benefits is an important component of employer branding and it help HR generalist to search talent in a most effective way.

Table No-13

Test of relationship between Publishing Carrier opportunities through website career Page / Face book Page / linked in Page and Marital status

			MARITAL STATUS		
			MARRIED	SINGLE	Total
Publishing Carrier opportunities through website career Page / Face book Page / linked in Page	Disagree	Count	1	0	1
		% Marital status	1.6%	0.0%	.7%
	Neutral	Count	12	1	13
		% Marital status	19.4%	1.3%	9.4%
	Agree	Count	38	68	106
		% Marital status	61.3%	88.3%	76.3%
	Strongly Agree	Count	11	8	19
		% Marital status	17.7%	10.4%	13.7%
Total		Count	62	77	139
Chi-square statistics- 17.861, Degrees of freedom-3, p- value - .000 (significant at 5 percent level)					

Marital status wise HR generalists make a significant association that publicity through social media like facebook, twitter and other sources made by the organization is a good source to recruits talent and it can only be possible, if organization have maintain strong employer branding. It is common people show their interest to search company page if they carry positive image towards the organizations. Chi-square result of above data reflected significant differences between these two components. Therefore, we conclude continuously showcasing the opportunities and benefits on organization website career Page / Face book Page / linked in Page is not independent to the Marital Status.

When we analyse the relationship between marital status and training to sell our corporate Brand to the employees, we fond insignificant association between these two variable and calculated values of chi-square statistics (4.443) at 2 degrees of freedom is lower than theoretical value (5.991) at 5 percent level of significance and p> 0.05. We accept null hypothesis, henceforth, we conclude that our recruiter and HR Generalists are trained to sell our corporate Brand to the employees is independent to the Marital Status.

Table No- 14

Relationship between marital status and applicants through multi-channel sourcing due to company's brand visibility & attractiveness.

			MARITAL STATUS		
			MARRIED	SINGLE	Total
applicants through multi-channel sourcing due to company's brand visibility & attractiveness	Disagree	Count	1	0	1
		% Marital status	1.6%	0.0%	.7%
	Neutral	Count	6	7	13
		% Marital status	9.7%	9.1%	9.4%
	Agree	Count	37	28	65
		% Marital status	59.7%	36.4%	46.8%
	Strongly Agree	Count	18	42	60
		% Marital status	29.0%	54.5%	43.2%
Total		Count	62	77	139
Chi-square statistics- 10.426, Degrees of freedom- 3, p- value- .015 (significant at 5 %)					

From the above result, we find significant association between marital status of the respondents and applicants through multi-channel source due to brand visibility. It helps organizations to secure number of applicants through multi-channel sources. Calculated statistical result (10.426) is greater than theoretical value, i.e p<0.05 and result is significant. Point can be noted and highlighted in

the research through HR professionals and broadly they believe company brand visibility and attractiveness help the recruiters to search talents and gender wise they agree that increase brand visibility and attractiveness attract talent to apply through multi channel and reduce the rejected level of the applicants.

We do not find significant relationship between marital

status and strong employer branding help reduce cost per hire. The value of calculated chi-square statistics (2.033) at 2 degrees of freedom is lesser than theoretical value (5.991) at 5 percent level and p>0.05 which is insignificant. It can be stated that hiring cost reduction by highlighting employer branding cannot help HR generalist or organization specially ITeS sector in India.

Table No- 15

KMO and Bartlett's Test for HR Professionals

KMO and Bartlett's Test for HR professionals		
"Kaiser-Meyer-Olkin Measure of Sampling Adequacy".		0.704
"Bartlett's Test of Sphericity"	Approx. Chi-Square	240.134
	Degrees of freedom	10
	Significant	0.000

Table No- 15 A Total Variance Explained for HR Professionals

Total Variance Explained for HR									
Component	Initial Eigenvalues, i.e. common variance			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.602	52.044	52.044	2.602	52.044	52.044	2.396	47.910	47.910
2	1.045	20.909	72.953	1.045	20.909	72.953	1.252	25.043	72.953
3	0.735	14.690	87.643						
4	0.411	8.215	95.859						
5	0.207	4.141	100.000						

Table No-15 B

Rotated Component Matrix for HR Professionals

Rotated Component Matrix		
	Component	
	1	2
Brand positioning and employee value propositions.	0.887	0.010
Publish opportunities on website career Page / Face book Page / linked in Page.	-0.034	0.905
Highlight good corporate image to employee by recruiter and HR	0.363	0.588
Applicants through multi-channel sources through Employer branding	0.906	0.137
Cost effective hiring through employer branding	0.810	0.263
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		

The analysis in Table no 15 B represents that Recruiters & HR Generalists in It & ITeS organizations are aware of the organizations mission, vision, values and benefits that the brand positioning and employee value propositions which components comprised of Brand positioning and employee value propositions and is loading in Critical Factor1.

The IT & ITeS organizations are continuously showcasing the opportunities and benefits on our website career Page / Face book Page / linked in Page etc. are its important components and all our recruiter and HR Generalists are trained to sell our corporate Brand to the employees is loading in Critical Factor 2.

A strong employer branding help secure more number of applicants through multi-channel sourcing due to company's brand visibility & attractiveness which are its critical components, HR professionals strongly believe a strong employer branding help reduce cost per hire significantly this two factor are loading in Critical Factor 3.

Thus creative companies today especially in IT & ITeS (BPM) space are discovering new ways to access talent leveraging Employer Branding through digital platforms. As digital is going to be primary focus of organization specially ITeS, therefore, they were trying to follow certain steps and most of them are associated with digital technology and transformation in different context like promotion through different social networking like facebook, twitter, instagram etc , development of recruitment process through online and advancement and up gradation of technology and its development in small devices to access a large audience.

Conclusion:

The study is an integrated approach taken for identifying root cause of talent research from HR professionals in ITeS sectors in India working in the different organizations in Eastern India. The study select 139 HR generalist from the different ITEs sectors operating in various locations. Few of the organization considered for the study are TCS, WIPRO, Cognizant and few. The study invested five to six major areas which are being consider as a components of employer branding and make help to the HR generalist to search new talent which is an important element for the

organizational growth and development. From the analysis we found that proper training on company mission, vision, values and benefits, showing career opportunities by using social media like face book and twitter and highlighting corporate brand image and exploring brand visibility and attractive help the HR generalist to recruit talent. In ITeS sectors always give emphasis on talent and comparatively employee turnover is high in this sense, it is very hard task to the HR professionals to recruit talent in the competitive market. In the factor analysis we found two components is important to develop strong employer branding like brand positioning and attractiveness and utilising of corporate image through social media, So overall, the study conclude that HR professional believe that proper brand positing, visibility and attractiveness and spreading image through social media help the organizations specially ITeS in India to attract new talents. This may cause the organizations to develop strong employer branding.

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