A STUDY ON THE INFLUENCE OF EMPLOYER BRANDING ON EMPLOYEE ENGAGEMENT IN PUBLIC AND PRIVATE SECTOR ORGANIZATIONS

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ABSTRACT

Employee engagement is a critical concept that reflects the commitment, motivation, and passion employees have towards their work and organization. On the other hand, employer branding focuses on developing and promoting the reputation of an organization as an employer. A strong employer brand attracts top talent and enhances employee loyalty and job satisfaction.The objectives of the study include examining the relationship between employer branding and employee engagement, analyzing the influence of employer branding on engagement in public and private sector organizations and suggesting measures to enhance employer branding and employee engagement. The study has been done by collecting primary data through a structured questionnaire from 244 public sector employees and 216 private sector employees. The data is analyzed using simple percentages and ANOVA to identify the influence of employer branding on employee engagement.The findings indicate that both public and private sector employees largely agree that employer branding can influence employee engagement. It provides insights into the opinions of employees and highlights the importance of employer branding in fostering engagement. The study recommends organizations to prioritize employer branding to attract and retain top talent and create a positive work environment.

Keywords: Employee engagement, Employer branding, Public and Private sector organizations

INTRODUCTION

Employee Engagement

Employee engagement is a crucial concept in the field of human resources, focusing on the level of commitment, motivation, and passion that employees have towards their work and the organization they belong to. Employee Engagement is often misunderstood as employee satisfaction, as the two concepts are related yet distinct. While satisfied employees are more likely to be engaged, engagement goes beyond mere satisfaction and reflects a deep sense of fulfillment and dedication in carrying out one's work.

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Employee engagement is an indication of an employee's intrinsic motivation and is not solely driven by financial compensation. Engaged employees are inspired by the company's mission and exhibit a strong commitment to its success. They feel valued within the organization and understand how their contributions directly contribute to achieving its objectives.
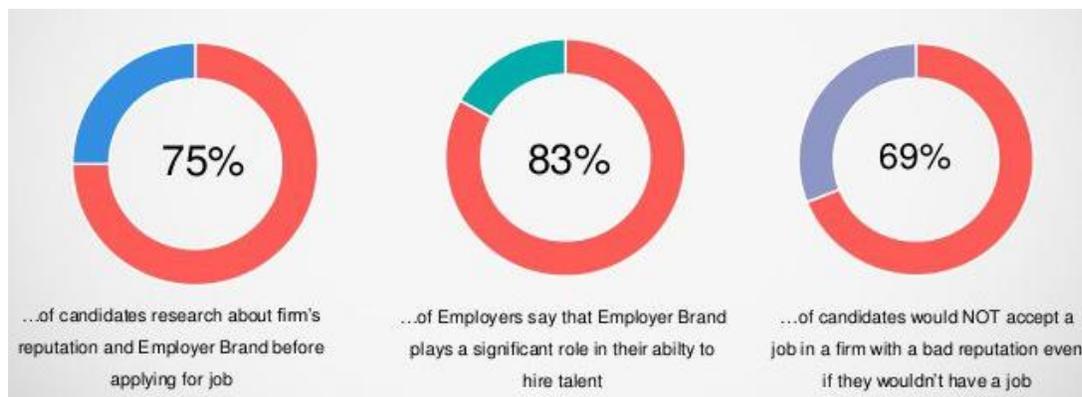
Engaged employees go above and beyond their prescribed responsibilities, willingly investing discretionary effort. These individuals actively seek opportunities to propel the company forward, consistently delivering high-quality work, and demonstrating a drive to continuously improve. They readily volunteer to assist new colleagues, willingly put in extra hours to complete projects, and enthusiastically participate in corporate events even outside regular working hours. Establishing a successful employee engagement strategy requires effective communication and trust between employees and employers. Leadership plays a pivotal role in fostering employee engagement by embodying the organization's core values, cultivating a sense of pride in the company, encouraging professional growth and development, and supporting individual aspirations and goals. By prioritizing employee engagement, organizations can create a thriving work environment that nurtures employee motivation, productivity, and loyalty. In the following sections, we will explore various strategies and best practices to enhance employee engagement, enabling organizations to unleash the full potential of their workforce and drive sustainable success.

Employer Branding

Employer branding is a strategic process aimed at developing and consistently promoting the reputation of an organization as an employer. It revolves around creating a distinctive employer brand that defines how the company is perceived in the job market.

A compelling employer brand effectively communicates that the organization is not just a good employer, but an exceptional place to work. By showcasing a positive work environment, attractive company culture, and employee-focused policies, a strong employer brand captures the attention of top talent and motivates them to seek employment opportunities within the organization.

Research indicates that candidates are increasingly conscious of a company's reputation and the employer brand. In fact, a survey conducted by LinkedIn revealed that 75% of candidates conduct thorough research on an organization's employer brand before deciding to apply for a job. If a company has a negative reputation as an employer, a staggering 69% of candidates, even those who are currently unemployed, would choose not to apply. This emphasizes the critical role of employer branding in attracting top talent.

Source: LinkedIn Survey

However, employer branding is not solely about attracting talent; it is also vital for retaining them. Present generation employees would contemplate changing jobs if they were offered a role with a company that boasts an excellent employer brand. This highlights the impact of a positive employer brand on employee loyalty and job satisfaction.By investing in employer branding, organizations can differentiate themselves from competitors, attract high-caliber candidates, and retain talented employees.

Employee Engagement and Employer Branding
Employee engagement plays a pivotal role in shaping and strengthening the employer branding strategy. Without a workforce that is happy and engaged, it becomes exceedingly challenging to portray a company as an employer of choice and a desirable workplace.

The perceptions and sentiments shared by employees hold immense influence over employer brand. Researchdone by Edelman Trust Barometer, indicates that the voice of employees carries three times more credibility than that of the CEO when discussing the working conditions within the company. Their experiences and opinions shape the description of organization's reputation as an employer.

This is particularly significant in today's digital age, where social media platforms and company review sites. online reviews and feedback have the potential to make or break on employer brand. According to a survey conducted by Glassdoor, over half of online job seekers actively read and consider online reviews before making a decision to apply for a job. The opinions shared by current and former employees have a significant impact on the perception of organizations in the job market.

In this context, employee engagement emerges as a critical component of a successful employer branding strategy. By fostering a culture of engagement, organizations can cultivate a workforce that is motivated, satisfied, and enthusiastic about their work. Engaged employees become powerful advocates for the company, amplifying positive word-of-mouth and enhancing the overall employer brand.

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REVIEW OF LITERATURE

- Chiang, F. F., &Birtch, T. A. (2014) in their article titled 'The impact of employer branding on employee engagement: A systematic literature review' have presented a systematic literature review examining the relationship between employer branding and employee engagement. It has highlighted the positive impact of employer branding on various dimensions of employee engagement, such as job satisfaction, organizational commitment, and discretionary effort.

- In an article titled 'Understanding the influence of employer branding on employee engagement: A literature review and research agenda', Backhaus, K., &Tikoo, S. (2018) have explored the impact of employer branding on employee engagement and identifies mediating factors, such as organizational reputation and job attributes. It also suggested future research directions to further understand the influence of employer branding on employee engagement.

- Senecal, S., Lachance, M. J., &Boush, D. M. (2019), in their article titles 'Employer branding and its influence on employee engagement: A systematic review' have presented the systematic review examining the empirical studies on employer branding and employee engagement. They have explained that there is a positive relationship between a strong employer brand and employee engagement, including increased commitment and positive work attitudes.

- Berthon, P., Ewing, M., & Hah, L. L. (2020) in their article titled 'Linking employer branding and employee engagement: Benefits for employers and employees' have examined the link between employer branding and employee engagement, emphasizing the benefits for both employers and employees. It has highlighted the potential of employer branding to attract and retain talented employees and create a positive work environment.

- An article titled 'Employer branding and employee engagement: Mediating role of perceived organizational support' by Khalid, A., Ali, M., Ahmad, W., & Ahmad, S. (2021) has explored the mediating role of perceived organizational support in the relationship between employer branding and employee engagement. It has emphasized how employees' perception of organizational support influences their engagement levels in the context of employer branding.

These literature reviews provide insights into the influence of employer branding on employee engagement, including its impact on various aspects of employee engagement and the underlying mechanisms. They offer valuable theoretical frameworks, empirical evidence, and research directions to further explore this relationship.

OBJECTIVES

1. To study the relationship between employer branding and employee engagement
2. To analyze the influence of employer branding on employee engagement in public and private sector organizations
3. To suggest the measures for increasing employer branding and there by employee engagement in organizations

METHODOLOGY

The present study is partly descriptive and partly analytical. The data required for the study are collected from both primary and secondary sources. The primary data was collected through a structured questionnaire. The data was collected from 244 public sector employees and 216 private sector employees through the convenient sampling technique. The collected data was analyzed using simple percentages and ANOVA to identify the influence of employer branding on employee engagement in public and private sector organizations.

DATA ANALYSIS AND DISCUSSION

Table 1: Demographic details of the respondents

	Public Sector		Private Sector	
Gender				
	Frequency	Percent	Frequency	Percent
Male	175	71.7	105	48.6
Female	69	28.3	111	51.4
Total	**244**	**100**	**216**	**100**
Age				
	Frequency	Percent	Frequency	Percent
21 to 30 years	10	4.1	87	40.3
31 to 40 years	65	26.6	61	28.2
41 to 50 years	86	35.2	49	22.7
51 years and above	83	34	19	8.8
Total	**244**	**100**	**216**	**100**
Qualification				
	Frequency	Percent	Frequency	Percent
SSLC	1	0.4	0	0
Pre-Degree	2	0.8	0	0
Degree	43	17.6	54	25

Post Graduate	51	20.9	99	45.8
Technical	27	11.1	24	11.1
Professional	112	45.9	20	9.3
Doctorate	8	3.3	19	8.8
Total	**244**	**100**	**216**	**100**
Marital Status				
	Frequency	Percent	Frequency	Percent
Married	226	92.6	114	52.8
Single	18	7.4	99	45.8
Other (Specify)	0	0	3	1.4
Total	**244**	**100**	**216**	**100**
Monthly Income				
	Frequency	Percent	Frequency	Percent
Less than 20,000	15	6.1	21	9.7
21,000 to 40,000	16	6.6	59	27.3
41,000 to 60,000	17	7	42	19.4
61,000 to 1,00,000	48	19.7	36	16.7
Above 1,00,000	148	60.7	58	26.9
Total	**244**	**100**	**216**	**100**

Table 1 presents the demographic details of the respondents. The was obtained from 244 public sector employees and 216 private sector employees. As per the obtained data, majority of the respondents from public sector were male and majority of the respondents from private sector were female. And more number of respondents belonged to the age group of 41 to 50 years from public sector and 31 to 40 years from private sector. With regard to the qualification of the respondents it was identified that majority of the respondents working in public sector had professional qualifications and majority of the respondents working in private sector had

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postgraduate qualifications and with regard to the marital status of the respondents' majority of the respondents both from public and private sector were married. The monthly income of the respondents revealed that majority of the respondents from the public sector had above Rs. 1 lakh of income per month and majority of the respondents from private sector had a monthly income between Rs. 21000 to 40000.

Table 2: Respondents opinion on the influence of employer branding on employee engagement in public and private sector organizations

Opinion of respondents	Public Sector		Private Sector	
	Frequency	Percent	Frequency	Percent
Strongly Agree	78	32.0	45	20.8
Agree	128	52.5	98	45.4
Neutral	33	13.5	58	26.9
Disagree	5	2.0	15	6.9
Strongly Disagree	0	0	0	0
Total	244	100.0	216	100.0

The opinion of respondents on the influence of employer branding on employee engagement in public and private sector organizations is shown in table 2.

In the public sector, 78 respondents (32.0%) strongly agree that employee engagement can be influenced by good employer branding, while 128 respondents (52.5%) agree. 33 respondents (13.5%) were neutral, and only 5 respondents (2.0%) disagree. In the private sector, 45 respondents (20.8%) strongly agree that employee engagement can be influenced by good employer branding, while 98 respondents (45.4%) agree. 58 respondents (26.9%) were neutral, and 15 respondents (6.9%) disagree. Overall, both public and private sector respondents mostly agree that employee engagement can be influenced by good employer branding. However, a higher proportion of public sector respondents strongly agree or agree with the statement compared to private sector respondents. Private sector respondents also had a higher proportion of respondents who were neutral or disagreed with the statement compared to the public sector.

Table 2.1: Descriptive Statistics
Dependent Variable: Frequency

Sectors	Opinion	Mean	Std. Deviation	N
Public Sector	Strongly Agree	78.00	.000	78
	Agree	128.00	.000	128
	Neutral	33.00	.000	33
	Disagree	5.00	.000	5
	Total	96.65	36.774	244
Private Sector	Strongly Agree	45.00	.000	45
	Agree	98.00	.000	98
	Neutral	58.00	.000	58

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	Disagree	15.00	.000	15
	Total	70.45	27.164	216
Total	Strongly Agree	65.93	15.960	123
	Agree	114.99	14.900	226
	Neutral	48.93	12.086	91
	Disagree	12.50	4.443	20
	Total	84.35	35.112	460

Table 2.2: Tests of Between-Subjects Effects

Dependent Variable: Frequency

Source		Type III Sum of Squares	df	Mean Square	F	Sig.
Intercept	Hypothesis	576142.276	1	576142.276	8.077	.046
	Error	213981.764	3	71327.255(a)		
Sectors	Hypothesis	2134.667	1	2134.667	.240	.458
	Error	26664.553	3	8888.184(b)		
Opinion	Hypothesis	450821.156	3	150273.719	8.025	.040
	Error	56177.426	3	18725.809(c)		
Sectors * Opinion	Hypothesis	56177.426	3	18725.809	.	.
	Error	.000	452	.000(d)		

a .475 MS(Opinion) + .525 MS(Error)

b .475 MS(Sectors * Opinion) + .525 MS(Error)

c MS(Sectors * Opinion)

d MS(Error)

The descriptive statistics of the data is presented in table 2.1. Table 2.2 displays the results of a ANOVA test for the respondents' opinion from public sector and private sector on employee engagement can be influenced by good employer branding.

The first row of the table refers to the intercept, which is not of interest in this case. The second row shows the effect of Sectors, which is not statistically significant, as the p-value is greater than the conventional alpha level of .05. The third row shows the effect of opinion, which is marginally significant (p = .04), indicating that there may not be a difference in the mean scores across the levels of opinion. Thus it can be said that respondents' opinion from public sector and private sector on employee engagement can be influenced by good employer branding is statistically significant.

It indicates that as per the opinion of majority of the respondents both from public and private sector, employer branding influences the employee engagement as the new generation employees are looking for prestigious job profile for their career growth.

SUGGESTIONS AND CONCLUSION

The study has found that employer branding influences the employee engagement in both public and private sector organizations. Recognizing the significance of employee engagement is one thing, but taking effective action to cultivate it can feel like a daunting

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endeavor. However, having a well-structured plan in place can make a significant difference, and this is where employee engagement programs come into play.The foundation of such programs lies in evaluating the current level of employee engagement within an organization and subsequently addressing any gaps in the existing strategy. Conducting an employee engagement survey is a valuable tool for gauging the extent to which the workforce is engaged and pinpointing areas for improvement. Additionally, seeking input from managers and department heads to complement the raw data with contextual insights from those who directly interact with employees. Some of the strategies that can be adopted to improve employee engagement and there by employer branding are as follows:

1. Provide opportunities for professional development: Offer training programs, workshops, or mentorship initiatives that enable employees to enhance their skills and grow within the organization.
2. Foster a positive work culture: Promote a supportive and inclusive environment where employees feel valued, respected, and recognized for their contributions.
3. Encourage work-life balance: Implement policies that support a healthy work-life balance, such as flexible work hours, remote work options, or wellness programs.
4. Facilitate effective communication: Foster open lines of communication, both vertically and horizontally, by encouraging regular feedback, transparent communication channels, and opportunities for collaboration.
5. Recognize and reward achievements: Implement recognition programs that acknowledge and appreciate employees' efforts and achievements, whether through verbal appreciation, certificates, or monetary incentives.
6. Encourage employee involvement: Empower employees to contribute ideas and participate in decision-making processes that affect their work and the organization as a whole.
7. Promote team building activities: Organize team-building events, social gatherings, or community service initiatives that foster camaraderie and strengthen relationships among employees.

Finally, by establishing checkpoints or follow-up surveys to track progress and gathering feedback on the effectiveness of employee engagement initiatives the organizations can continuously reassess and refine their approach based on the insights gained to create a thriving work environment that nurtures employee engagement and contributes to the overall success of the organization.

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