Impact of Employer Branding on Job Engagement and Organizational Commitment in Indian IT Sector

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ABSTRACT

This article seeks to empirically examine the impact of employee branding on job engagement and organizational commitment in Indian IT companies. The data was collected from 250 employees employed in various companies in Indian IT companies. Results revealed a strong positive association between employer branding and job engagement, job engagement and organizational commitment, and employer branding and organizational commitment. Further, job engagement showed a partial mediating effect on the link between employer branding and organizational commitment. This is the first empirical investigation to simultaneously examine associations among employer branding, job engagement, and organizational commitment. Practitioners could, with such knowledge, incorporate the most influential dimensions of employer branding in organizational culture.

KEYWORDS
Employer Branding, IT Companies, Job Engagement, Job Satisfaction, Organizational Commitment, Retention, Talent Attractiveness, Turnover, Worklife-Balance

INTRODUCTION

Employer Branding has emerged as a modern approach that can help companies in effectively reaching out to and retaining employees. Employer branding, as a strategy, strengthens the corporate brand and positions the firm as an attractive and reliable organization. Research shows that Employer Branding is a new and

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exciting field that has the capability to change how firms operate (Ahmada & Dauda, 2016). In the late twentieth century, concepts like employee commitment and organizational citizenship behaviour (OCB) appeared stating that efficiency and productivity lay within commitment and ability of employees. Employers seek to engage employees on the job. Employers have widely acknowledged that a more productive and efficient workforce could be created by emphasizing job engagement. Initiatives towards improvement would give better results with willful job engagement and involvement. Job engagement is a wide concept (Markos & Sridevi, 2010). (Minchington, 2010) defined employer brand as “the image of 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)”. 

Another construct that has been taken in this study job engagement. Engagement goes beyond simply job satisfaction and high rates of retention (Hobel, 2006). Workers who are fully engaged exhibit physical energy, emotional connection, mental focus and are in line with the organizational goal (Loehr & Schwartz, 2003). Engaged employees share a bond with the firm. Such people feel that they control their work and fate. Job engagement refers to the extent to which an employee is attached emotionally to the organization and displays passion for work. Firms consider engagement to be a competitive advantage source. Studies suggest a strong association between engagement, employee performance and business outcomes. communication, opportunity for employees to convey their views higher, and feeling that managers are committed to the firm are key drivers of job engagement. According to Robinson et al. (2004), job engagement is “a positive attitude held by the employee towards the organization and its values”. An engaged employee is aware of the business context and works with colleagues to improve performance within the job for the benefit of the organization. Markoset al. (2010) argued that there was greater likelihood of not engaged employees wasting their efforts on tasks that had low priority, failing to commit to tasks fully, and staying with the business for only a short time. Job engagement refers to employee devotion, passion, and effective leadership skills supported by top management. Human resource leaders drive and lead the firm and uplift employee morale (Sarangi & Nayak, 2016). Employer branding is considered a staff retention technique that influences the whole employment experience while furthering the good work place concept and reducing voluntary turnover, thereby enhancing job engagement (Riley, 2009). Employer branding affects employee attraction, satisfaction, engagement and commitment, all of which generate customer satisfaction and loyalty which in turn is associated with greater productivity (Gaddam, 2008).

Allen et al. (2004) also emphasized that employer branding enhanced job engagement and that more engaged employees had a lesser likelihood of quitting. Thus, firms must plan work such that encourages job engagement. Vance (2006) found that engaged and committed employees offered firms important competitive advantages, including greater productivity and lesser employee turnover.
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