

**Influence of Employer Image factors on Talent Attraction with reference to
Business Schools in Bengaluru**

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Abstract

Employee is a prominent factor for any organization as their performance is not only related to productivity of the company, but their behaviour and attitude towards organization portrays positive or negative image about the company as a brand in industry. With increasing threshold competition in various industries there is growing concern about finding and keeping the best talent to achieve their growth ambitions. Competition for talent is becoming more challenging, many organizations are duly turning their attention to strengthening their employer brands and education industry is no exception to the same. Image of being potential employer needs immediate attention as being an attractive employer is one major challenge for an organization at the same time attracting pool of talented candidates is need of the day with increasing competition in the industry as quality of work force influences efficiency of any organization. The present study is based on understanding the employer Image factors that enhance employer image such as development value, Social, economic, function and psychological value. The data for the study was collected through academicians employed at Business Schools in Bengaluru and 277 respondents were randomly chosen for the study. The

collected data was analyzed through SPSS 20 software, ANOVA, Rank correlation and SEM techniques were used to infer the data. Outcome of the study indicated that academicians gave preference to development and economic value followed by functional, social and psychological value for their idea of an ideal employer.

I. Introduction

Employer image is a perception about what people think about a company, an organization or a brand could be based on their experiences or on the basis of what people have to say irrespective of having personal experiences. Employer image is mainly formed on the basis of what employer has in store to offer to the employee after being associated with the organization.

Development value

Employees of the company form a major part of the organization as their skills set is directly related to their performance at workplace, quality of work delivered and also ability to cope up with the changes implemented by the employer in line with the industry standards.

Employee development is possible only through joint efforts of the employer as well as employees, as employers are expected to have a strategy for skill development and career growth for people employed and even employees should respond for career development efforts of the employers.

Social Value

Social value of an employer is the market reputation employer has within the industry they operate. Companies, institution or organization of any form tend to have and look forward to employ and retain workforce of various age group and one common factor that research indicates is the social reputation of the employer is something people invariably look for irrespective of their demographic profile.

Functional value

Academic credentials of an individual and skill sets possessed by them paves their way into professional life but there after their career path is determined on the basis of what profile they work for and experience they gain during their service with an employer over a period of time.

Economic Value

Economic value is compensation provided by the employer in return to service rendered by the employee for the organization. Over a period of time many attributes such as career development, training opportunity, work culture, peer relationship, market reputation of employer have emerged as few of the key factors for attracting and retaining talent at work but economic value still has its foothold as employees usually associate their contribution to the company and compare the same with the remuneration they receive.

Psychological value

Manpower that is employees of the company form to be the most important factor as well as the uncontrollable factor at work, as every individual is different from each other and each employee's behaviour and expectation at work is dependent on the attitude they have developed over the years. Economic benefits, ability to develop or upgrade skill sets, performing at workplace, ability to drive self and the team, all of it depends on the abilities of an individual beyond tangible aspects that is confidence a person possess about his or her professional capabilities.

Talent attraction

Talent attraction is an ability of employer that attracts the suitable candidates those are a job fit for the openings in an entity with in the expected period of time. It involves communicating with the potential candidates about job opening, emphasizing about job description and specification.

II Literature Review

Study elucidates the importance of employer branding, factors that help in enhancement of company brand as an employer and its influence on Talent Retention at work. Future studies can be conducted on inferring effectiveness of internal branding for the company. **Kishore Kumar Morya & Sheetal Yadav (2017)**. Study highlights the relationship between employer image, organization factors and employee retention at work. Future study can be conducted on understanding these factors based on ranking its importance so that employer could use these factors as a key strategy in branding themselves as ideal employer. **Ms. Indu (2016)**. Research has focused on branding factors, demographic characteristics of respondents and their

perception towards employer brand , employer value proposition. Future research can be conducted in detail by considering the factors that come in the purview of employer value proposition. **Norman Rudhumbu, Golden Chikari, Douglas Svtwa, Jean-pierre Lukusa (2015)**. Study has primarily focused on understanding the various factors of an organization which could enhance employer brand image from an employee's perspective but has not related the perspective of employer to the output that could result from employer branding. Further study can be conducted on understanding the influence of these factors talent attraction and retention. **Victoria Bellou, Ioannis E. Chaniotakis, Irini Rigopoulou (November 2015)**. Research aimed at understanding effects of biographic characteristics towards employer branding and attributes which can help the organization to increase their employer branding. End result indicated institutions popularity, salary package, involvement, supportive work environment were the major influencers of employer brand image. **Dr. M. S. Annapoorna (2015)**. Research work is typically based on scholar finding of traditional and recent context with theories of Marketing, Organization and also sociology. Research attempts to address theoretical gap or understanding association of company brand as employer identity. Study emphasis to project manpower constructs of identity with company brand. **Fahim Shaker, A.S. Nooruddin Ahmed (2014)**. The study is based on qualitative research and outcome of the research states that employer branding plays a crucial role in success of the company as functions like recruitment, training, employee retention, economic factors of HR are closely associated with employer branding in the company. The organization should focus on using employer branding for talent attraction and also maximise the brand awareness as an employer by better word of mouth publicity through current employees. **Michelle Wallace, Ian Lings, Roslyn Cameron and Neroli Sheldon (2014)** Institutions have to develop themselves in terms of work culture at academia, novel approach, developing distinctive strategies. This study has focused on identifying college's strength, in comparison with other institution, what makes them unique for being able to attract talented people to work. **Rita Bendaraviciene, Ricardas Krikstolaitis, Linas Turauskas(2013)**. Author has superficially emphasized on the concept of employer image, employer branding, organization performance, employer attractiveness but has not focused on the organization factors, which could influence the potential employee's perception of employer image. Study is based on the interview method; an empirical study could be conducted in hospitality and education sector to assess the validity of the factors. **Sjoerd A Gehrels and Joachim de Looij (2012)**. Research provides an insight about employer image, employer branding, and influence of organization factors on perception of potential employees. Further research can be conducted to understand if talent retention that

results from a positive employer image can have an impact on Employee value proposition. Research provides an insight about employer image, employer branding, and influence of organization factors on perception of potential employees. Further research can be conducted to understand if talent retention that results from a positive employer image can have an influence on talent attraction. **Soumya Gaddam (2008)**

III Research Methodology

Simple random sampling technique method was adapted to derive the sample size of 277 academicians who are employed with business schools in Bengaluru. Descriptive research method was adapted to understand the characteristics of the respondents and empirical method was implemented to quantitatively analyze the collected data from the respondents.

Questionnaire reliability and factors feasibility that are considered for the study was conducted through pilot study, appropriate sample size for this study and to improvise on the aspect of study design. The initial questionnaire comprised of 48 items, 5 Items pertaining to Demographic profile of the respondents, 28 items related to Institutional Image, 5 Items related to talent attraction and 10 items related to talent retention. After the Cronbach's all 43 items in the questionnaire were retained as they were reliable for the study (Flower, F.J, 2014).

Table 1

Reliability Statistics	
Cronbach's Alpha	N of Items
.872	43

IV Research Objectives

- To understand the influence of respondents' demographic profile on their perception towards Institutional Image.
- To understand the influence of individual Employer Image factor on Talent Attraction in B School.
- To analyze the Institutional Image factors that influences Talent Attraction at B school.

V Results and Interpretation

Demographic profile of respondents

- **Gender** : A Majority of the respondents that is 54.5 % were male followed by female respondents that came to 45.5 %.
- **Age** : Maximum respondents were of 25 -35years age that was 43.7% , 33.9 % of them were in the 35-45 of age followed by 22.4 % of the respondents were of 45 years and above age.
- **Experience** : Maximum academicians considered for the study were with work experience of 9 years that accounted to 38 % , followed by 30 % of the respondents with an experience of 6-9 years, 20 % with 0-3 years work experience and 12 % had 3-6 years of work experience.
- **Qualification**: A Majority of the respondents that is 143 about 52 % of them were post graduates followed by 32 % of them were doctorates and 45 respondents that are 16 % had completed their M.Phil/NET/KSET.
- **Designation**: A Majority of 174 respondents that is 63 % of total sample size were Assistant professors followed by Associate professors and professors that is 16 % and 15 % , some chunk of respondents were lecturer that is 6 %.

Hypothesis I

T Test

Gender

- In case of developmental value, the mean scores for male respondents with female faculty members isn't significantly difference because values of P is greater than specified significance value of $p=0.05$
- In case social value, the mean scores for male with female academicians are significant for social Value_2 , p value 0.37 is lesser than specified significance value of $p=0.05$, a difference of .162 was observed between the responses.
- In case of Fun value, the mean scores of male and female faculty members isn't significantly difference because values of p is greater than specified significance value of $p=0.05$.
- In case in Economic value, the mean scores of male and female faculty members are not significantly difference as all p values are greater than specified significance value of $p=0.05$

- In case Psychological value, the mean scores of male and female academicians is statistically significant in case of Psy_value_2 (0.05), Psy_value_3 (0.23), Psy_value_4 (0.37) The p value is lesser than specified significance value of $p=0.05$.

ANOVA

Age

In case of developmental value most of the items except Dev_value_2 are not statistically significant as p values are greater than our specified value $p=0.05$. For Dev_Value_2 the p value is 0.026 which is smaller than 0.05.

Work Experience

In case of developmental value all items except for Dev_value_2 ($p = .036 < 0.05$)

In case of Social value all items except for Soc_value_2 others are not statistically significant as p values are greater than our specified value $p=0.05$. For Soc_Value_2 the value of p is 0.046 which is lesser than 0.05

In case of Fun value all items except for Fun_value_4 are not statistically significant as p values are greater than our specified value $p=0.05$. For Fun_Value_4 the value of p is 0.023 which is lesser than 0.05

In case of Economic value all items except for Eco_value_2 are not statistically significant as p values are greater than our specified value $p=0.05$. For Eco_Value_2 the values of p is 0.016 which is lesser than 0.05.

Qualification

In case of Social value all items except Soc_value_5 are not statistically significant as p values are greater than our specified value $p=0.05$. For Soc_Value_5 the p value is $p=0.002 < 0.05$.

In case of Fun value all items except Fun_value_5 and Fun_Value_6 are not statistically significant as p values are greater than our specified value $p=0.05$. For Fun_Value_5 and Fun_Value_6 the value of $p=0.001$; $p = 0.002 < 0.05$.

In case of Economic value all items except Eco_value_2 and Eco_Value_3 are not statistically significant as p values are greater than our specified value $p=0.05$. For Eco_Value_2 and Eco_value_3 the p value is $p=0.017$; $p=0.029 < 0.05$.

Designation

In case of Social value all items first, second and third social values are statistically significant as p values are lesser than our specified value $p=0.05$. For first, second and third social values the values of p are $p=0.028$; $p = 0.008$; $p = 0.027 < 0.05$

In case of Fun value all items except Fun_value_1 are not statistically significant as p values are greater than our specified value $p=0.05$. For Fun_Value_1 and value for p is $0.003 < 0.05$

In case of Psychological value all items except Psy_value_1 are not statistically significant as p values are greater than our specified value $p=0.05$. For Fun_Value_1 and value of p is $0.041 < 0.05$.

Influence of individual Employer Image factors on Talent Attraction

Table 2

Talent Attraction

Descriptive Statistics							
	Sample Size	Min Value	Max Value	M	SD	Skewness	Kurtosis
TA_1	277	2	5	4.51	0.581	-0.928	1.091
TA_2	277	2	5	4.17	0.787	-0.714	0.072
TA_3	277	1	5	4.34	0.746	-1.004	1.012
TA_4	277	3	5	4.46	0.662	-0.842	-0.404
TA_5	277	2	5	4.30	0.717	-0.744	0.144
Valid N (listwise)	277						
				4.35	0.70	-0.85	0.38

Mean, Standard deviation, Skewness , Kurtosis values for Psychological Value in descriptive statistics table. The values are in the acceptable limit, as for Skewness it should be -1 to 1, for Kurtosis -1.5 to 1.5. (Hair. Et. Al 2007). Maximum value in the table is 5 which indicates Academicians have given strong agreement responses but in minimum criteria 2 is shown for TA_1, TA_2 and TA_5 means none of the respondents have strongly disagreed (1), TA_4 none of the respondents have even disagreed. The mean values for all Talent attraction items are above 4 indicating agreement to strong agreement range of responses. The summated mean score is 4.35 which show that the responses are more inclined towards strong agreement. A minimal SD shows that the opinions of the respondents are close to the mean values, the bigger the SD the more fluctuation in the outcomes. In the table 4.3 the summated SD scores are 0.70 which indicates that data results are close to the mean. The summated Skewness value (-0.85) is within the acceptable limit and negative value indicates the responses are more on higher end

of scale. The kurtosis value (0.38) also is within the acceptable range and the responses are normally distributed.

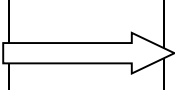
Academicians gave more weightage to Development value with mean score of 4.51 followed by economic value mean value 4.46, functional value 4.34, psychological value 4.30 and social value at 4.17 mean value.

Hypothesis II

H₀: There is no association between Institutional image and Talent attraction in B Schools.

H_A: There is association between Institutional image and Talent attraction in B Schools.

Table 3

Regression results For Association between Institutional Image and Talent Attraction						
Structural relationship			Standard Estimate	“S.E”	“C.R”	Significance value
Institutional Image		Talent Attraction	0.723	0.285	5.889	0.000*
*5% significance level						

Source : Survey Data

Table displays that Institutional Image factors relationship with Talent attraction was statistically significant as p values is 0.000 which is smaller than 0.05 , β is 0.723, C.R is 5.889, hence the Alternative hypothesis can be acceptable .Results displays Institutional there is a significant influence of Institutional Image variables on Talent attraction of B school faculty.

VI Discussion and Implications

The research reveals that Development value is the most preferred attribute among the respondents as they have opined of having a positive perception about institution as an employer that focus on employee development. Academicians prefer to be associated with the employer who has a better market reputation and is a well known brand in the industry. Nature of job plays a crucial role as employee develops expertise working in a profile. Respondents have shown inclination towards job that helps them to upgrade their skill as well as provide an opportunity to learn something new. Economic benefit is an important variable which helps in

attracting skilled people to apply for job and retain them in various industry and education industry is no exception to the same. Respondents have expressed their inclination towards attractive pay package and other benefits that come as a part of compensation as being one of the prime factors to consider applying for the job. Academicians choose teaching as their profession due to their passion for the work, have balanced professional and personal life, dignity associated with the profession. Business schools should have transparency in their communication structure so that uniformity can be maintained at work, can result in cordial relation and also encourage the spirit of team work. Having a supportive environment at work can improve ability of an employee to concentrate at task; it will result in a balanced professional and personal life for employees associated with the Institution. Therefore in context to the current research it can be summarized that B schools should concentrate on building their Institutional image on factors that are relevant from an academicians / employee perspective as it will help them in talent attraction.

VII Conclusion

An attempt was made to understand the factors that contribute to Institutional Image and Institutional Image factors impact on the ability to attract talented academicians at B Schools affiliated by AICTE based in Bengaluru. The variables that are Gender, Age, Work Experience, Qualification, Designation of the respondent in current Organization was included to infer impact of these variables on the respondent's impression of Institutional Image. The research papers reviewed revealed that Academicians tend to get attracted towards an academic institution only when the employer is able to provide all the employment related factors. The current research was able to provide certain facts elucidating the Institutional image factors that can help in Talent attraction in order of preference from academician's perspective at B schools.

VIII Limitations and Suggestions for future research

- The research was confined to responses of academicians working at B schools based in Bengaluru hence the study outcomes cannot be generally applied to B schools located in other states of India. Future studies can be conducted on academicians working at B Schools from other states in India.
- B schools academicians were considered for the present study, researchers can conduct similar study on the institutions that are into providing technical education.

- This study was confined to faculty working at B schools in Bengaluru and hence the outcome of the study may not be applicable to all the sectors in India hence future study can be done in other sectors.
- This could have been longitudinal study by analyzing the data of Employee as well as Employers perspective towards Institutional Image factors.
- Study is based on mediation effect, which can be further extended to moderation effect by considering variables such as Application Value, Interest Value, Management Values, Leadership at B schools etc.
- Outcomes of the research are interpreted with 277 academicians as sample size. Future study can be conducted with a larger sample size.

Despite the above mentioned limitation the outcome of the study could provide an insight into factors that contribute to Institutional image and its influence on talent attraction. \

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