

Digital Employer Branding for Enabling Gen Y in the ITeS Sector in Eastern India

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Abstract

Employer brand is the image of the organization as an employer. Employer's value propositions (EVP) communicate that image to the existing as well as potential employees. It reinforces why talented people would like to join and stay with an organization. Today, the nature of work is confronted with many challenges for staffing knowledge - based high performance work places (e.g. IT enabled services), with greater demands on employee competencies, diverse workforce, and growing global shortfalls of talented applicants. In today's digital economy, where the modern business world (Known as Business 4.0) is shaped and reshaped by digital five forces such as social media, mobile (including gamification) analytics, cloud computing, and robotic automation at the workplace, these digital platforms bring a sweeping change by helping re-imagine how the 21st century business processes operate and interact with their different stakeholders, especially with their customers and employees. The purpose of this paper was to examine how in today's economy such forces of the digital world play the role for continuous promotion of strong employer branding for attracting, motivating, and retaining top talents for ensuring continued high performance. This study focused on the ITeS sector in Eastern India. The thoughts of Gen Y graduates and post graduates were analyzed by the help of primary data obtained through a random sample survey conducted between November 2017 to May 2018 as to have deeper insights into application of various ingredients of employer branding and their underlying theme for effectiveness in the global ITeS organizations.

Keywords : employer branding, digital economy, high performance, ITeS sector, Gen Y

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Talent management today has become a global challenge in this volatile, uncertain, complex, and ambiguous (VUCA) business world. Digital innovations & demographic dividends, specifically emergence of gen next employees in Gen Y, Gen Z, and millennials are redefining the organizational human capital management practices and employer branding strategy. Manpower Group's 2015 Talent Shortage Survey revealed that 35% of the employers reported difficulty in filling jobs due to a lack of available talent, the biggest shortage since the start of the global recession.

Again, the increasing presence of GenY in the workforce (those who were born in between the years 1980 to

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1999 AD) present new challenges for employers and is causing many businesses to re-think their working practices (Harrison, 2010 ; Kapoor & Solomon, 2011).

Employer branding is focused on building the brand name of the employer as a great place to work in the job market. It is focused on developing a positive relationship with existing as well as prospective employee groups. A strong employer brand should be aligned with the organization's vision and values, strategy, and culture, becoming a critical factor in creating employee engagement. This engagement has a strong impact on increasing motivation, loyalty, performance, and retention of employees, with a strong impact on long lasting people's competitive advantage.

The Indian information technology (IT) industry changed the economic landscape of India over the last quarter of the century. The industry's revenues grew from USD 100 million in the financial year 1992 to USD 147 billion in 2015. In 2005, the industry serviced 3.3% of the global IT market, serving nearly half of all Fortune 500 companies. In 2015, it constituted 9% of India's gross domestic product (GDP) and a quarter of total exports and provided direct employment to about 3 million people and more than 10 million in indirect employment (NASSCOM, 2015).

ITeS project management deals with certain major issues like undertaking feasibility studies for outsourcing from a different geography, estimation of cost arbitrage, scheduling the transition and transformation-related activities, allocation of resources post off - shoring of processes, hiring and managing a large team of people, analyzing the risks involved, and handling such workforce and combating changes that could be challenging or those involving innovation. The management of human resources in all phases and sub phases of the ITeS project lifecycle is not only critical but also impactful with regard to the productivity levels and reputation of the companies. Acquisition of the right skill sets, managing attrition levels to be very low to foster employee commitment, continuity in practices as to deliver one global standard of services delivery for delighting the customers while keeping employees happy and engaged are required. The industry had a market share of 53% of the worldwide ITeS or BPM spend (Chandrasekhar, 2015).

Literature Review

Employer brand is the image of your organization as an employer and how it is related to employees. An employer brand is the expression of corporate culture and the corporate brand. Therefore, it was observed that it would be a challenge to clearly isolate the factors of communication from other factors such as leadership, organizational structure, and other communication as well as personnel management. Hence, depending on the organizational structure, there might be different cultures within an organization. The size and organizational influence of each department would then also play a role (Dash & Mohapatra, 2016).

It was also found that there was a strong correlation between talent management practices (compensation plan, performance appraisal, learning and development, and rewards and recognition) and talent retention & succession planning among the IT/ITES organizations. Therefore, two perspectives of employer branding strategies exist: one toward attraction of new talents through external branding and other one toward retention through active engagement leveraging internal branding of existing talents within an organization (Natarajan & Babu, 2018).

The increasing presence of GenY in the workforce presents new challenges for employers and is causing many businesses to re-think their working practices (Kapoor & Solomon, 2011). The factor that differentiates GenY is that they have grown up in the age of information technology and social media and this environment has shaped the way they view the world, including their expectations of the workplace (Foster, Punjaisri, & Cheng, 2010).

Bearing in mind these complexities and in reviewing research pertaining to GenY, the following are the main GenY characteristics :

- ↪ **Digital Immersion** : GenY subjects are technologically advanced, especially in content creation and engaged interaction (Kapoor & Solomon, 2011).
- ↪ **Work/Life Balance** : GenY values and seeks work/life balance (Broadbridge, Maxwell, & Ogden, 2009).
- ↪ **Formalized Procedures** : GenY prefers formalized procedures, systems, and structures (Green, 2016).
- ↪ **Continuous Feedback** : GenY seeks approval and affirmation. They need prompt and continuous feedback (Kapoor & Solomon, 2011).
- ↪ **Affiliation or Social Values** : GenY seeks less formal interaction with managers but more with peers and friends (Kapoor & Solomon, 2011).
- ↪ **Developmental Opportunities** : GenY seeks opportunities for development and prefer varied work (Kluemper, Rosen, & Mossholder, 2012).

The most important factor for employer brand attractiveness is from the perspective of the graduate and post graduate students as well the existing employees who are predominantly Gen Y workforce today. Thus, any failure to effectively attract and engage with these new workers will significantly hamper organizations' competitiveness in the long run as the right talents may run out from a performing organization due to lack of proper employer branding (Trott, 2013).

Gone are the days when individual meetings were conducted for policy sharing and when HR people used to travel from one location to another announcing new practices, promotions, and separations, but with the emergence of social media, a single tweet/Facebook update or a post on the Internet-based organization management system serves as a public notice for any type of organizational change, throwing a wrinkle in the corporate communication process. Social media is at the heart of modern communication technologies especially used by Gen Y. For more clear view of what social media is, social media like Facebook, Twitter, and LinkedIn require users to create profiles and input identifying information, this information may be as benign as name or username to more specific information like geographical coordinates. Users may then send messages, chat, view user-generated media, and otherwise interact using the website as a medium. Social media can take many different forms, including text, images, audio, and video (Kaur & Zafar 2014).

Popular social media include blogs, podcasts, wikis, and vlogs. Some commonly used web 3.0 based tools are blogs, wikis, podcasts, file sharing tools, social networking, second life/virtual reality, etc. (Broughton, Foley, Ledermaier, & Cox, 2013).

Relevance of the Study

In the recent past, there was competition in the market for experienced IT resources and disproportionate increase in wages in the industry raised cost of operations. Overwork and stress related problems were on the rise among the workforce leading to various kinds of health problems, which affected the society in general and quality of work within the industry leading to a high rate of attrition of skilled resources.

Questions thus arise on the sustainability of competitive advantage of the IT & ITeS industry in these changing times. Are the factors, specially the low-cost high-skilled graduate English speaking people that contributed to the fast growth of the industry thus far good enough to provide the leading edge? Thus, in the present era, ITeS firms not only have competition for customers but also for attracting and retaining quality people and the best way to combat this situation is by having a clear, identifiable employer brand and communicating it in the marketplace to be the employer of choice.

Presently, the business world is shaped and reshaped by digital forces such as : (a) social media, (b) mobile, (c) analytics, (d) cloud, etc. (SMAC) at the workplace. Such SMAC digital platforms bring a sweeping change by helping re-imagine how the modern business processes operate and interact with their different stakeholders, especially with their customers and employees. These forces of the digital world are being increasingly used for continuous promoting of employer branding as to attract and recruit Gen next candidates.

Research Questions

In the present research, we are going to examine the different external and internal factors of employer branding that help to attract the Gen Y for showing their interest in terms of jobs offered by organizations and attraction towards organizations for applying to new jobs. This is especially in the area of IT & ITeS industry in India. The study will also help to identify the factors which are more effective in developing employer branding for the generation Y who are deciding to settle their careers in this industry.

Objectives of the Study

- (i) To examine digital media as an effective communication tool for employer branding of Gen Y.
- (ii) To identify the associated factors for developing employer branding of Gen Y.

Research Methodology

The present research is an attempt taken by us to find out the important components of employer branding, which may attract the new generation for showing their interest to join in the ITeS sector and their level of understanding of the factors which may the cause the industry for recruiting more skilled workforce. In this context, the present study is experimental in nature and data were collected through structured interviews followed by filling the questionnaire by the respondents. The respondents of the study were young graduates of different general degree colleges and professional institutions of West Bengal, Jharkhand, and Odisha. Random sampling method was followed for collection of the responses.

A total of 410 responses were collected from Gen Y students who were UG / PG freshers or in the final year of their study. However, the responses from 303 respondents have been considered to represent the group for the final analysis. In the study, we have used the following tools for analysis : demographic profile of the respondents, chi - square test, and multivariate factor analysis to find out the real scenario of the research.

Data Analysis and Results

From the Table 1, we can see that Cronbach's alpha is 0.798, which indicates a high level of internal consistency for our scale with this specific sample. As mentioned above, responses from a total of 303 respondents were

Table 1. Kaiser - Meyer - Olkin Measure of Sampling Adequacy for Digital Employer Branding of Gen Y

Reliability Statistics	
Cronbach's Alpha	N of Items
0.798	31

Table 2. Access to Smart Digital Devices for Using Social Media

Smart Phone/PC/Digital Access	Percentile Value	
	Frequency	%
NO	17	5.6
YES	286	94.4
Total	303	100.0

collected through direct survey of final year graduates and PG students for being the prospective Gen Y employees for ITeS organizations. There were 84.5% of the respondents who were in the age bracket of 22 years, while 14.2% of them were between 22 - 26 years of age comprising of 98.7% of the total survey respondents.

Percentage wise analysis of demographic responses towards key elements of employer branding show that 49.5% of the respondents felt that brand visibility was important, while another 43% felt that it was very important to extremely important. It speaks about brand loyalty where 36.3% felt that it was very important followed by 30.7%, who considered it as important.

The Table 2 depicts that 94.4% of the respondents had access to smart digital devices for accessing social media and the major sites surfed on a regular basis are LinkedIn , Facebook, YouTube, and this includes job sites such as Times Job, Monster.com, Naukri.com, etc.

The present data analyzes the final opinion on digital employer branding. It takes us to the conclusive answer that barring 1.3% of the respondents who felt that digital employer branding was not important, the remaining 98.7% felt that it was an important tool in modern communications, and 98% of the respondents agreed that social media and other digital platforms are important for effective communication on employer branding to reach the appropriate future employees and hence to be part and parcel of the digital communication strategy for ITeS organizations.

From the Table 3, we attempt to find out the age group wise importance of social media as a tool for effective employer branding communication. The highest percentage of opinion recorded (46.2%) considered it as extremely important followed by 44.9%, who considered it as very important, which indicates that there was a very strong agreement (in terms of percentage of important and extremely important) among the respondents of digital media's connection with employer brands. However, the chi-square results indicate that there is no association between different age groups of respondents and importance of employer branding through digital platforms and smart mobiles. The p - value is 0.767 at 6 degrees of freedom, which is higher than 0.05 at the 95% confidence level. The result signifies that changing the different platforms of digital communication does not make an impact to change the mindset of the responses, especially the responses of Gen Y respondents.

From the Table 4, we attempt to find out the relationship between gender and role of digital media as a communication of employer brands. The highest percentage of opinions recorded (very important - males : 49.7%

Table 3. Chi - Square Test of Significance Between Age and Communication Using the Digital Platform Through Social Media & Smart Mobiles

Response Measured		Age			Total	Chi- Square
		18 - 22 Years	22 - 26 Years	27 Years & more		
Digital platform	<i>Not so important</i>	2.3%	0.0%	0.0%	2.0%	.767 at df6 Non significant at 0.05 level
through social	<i>Important</i>	7.0%	7.0%	0.0%	6.9%	
media & smart	<i>Very Important</i>	43.4%	51.2%	75.0%	44.9%	
mobiles.	<i>Extremely Important</i>	47.3%	41.9%	25.0%	46.2%	

Table 4. Relationship Between Gender and the Role of Digital Media for Effective Communication of Employer Brand

	Response Measured	Gender		Chi - Square
		Female	Male	
Social media, smart mobile, etc. as digital platforms for effective communication of employer brand to reach the appropriate audience.	<i>Not so important</i>	2.1%	1.9%	0.447 at 3 <i>df</i>
	<i>Important</i>	6.2%	7.6%	Non significant
	<i>Very Important</i>	49.7%	40.5%	at 0.05 level
	<i>Extremely Important</i>	42.1%	50.0%	

Table 5. Chi - Square Test of Significance Between Social Media as an Effective Communication Tool with Education of Respondents

	Response measured	Educational Attainment			Total	Chi - square
		B.COM	B.A.	B.SC		
Social media, smart mobile, etc. as a platform for effective communication of employer brand to reach appropriate audience.	<i>Not so important</i>	0.0%	4.2%	1.6%	0.0%	.013 at <i>df</i> 9
	<i>Important</i>	10.3%	4.2%	7.2%	0.0%	Significant
	<i>Very Important</i>	33.3%	59.4%	41.6%	25.0%	at 0.05 level
	<i>Extremely Important</i>	56.4%	32.3%	49.6%	75.0%	

and females : 40% ; extremely important - males : 42.1% and 50% females) that there is a very strong agreement (in terms of percentage of important and extremely important) of digital media in connection with employer brands. However, the chi - square results indicate that there is no significant association between the responses of male and female respondents because the *p* - value is greater than 0.05 at the 95% level of confidence. Hence, it can be said that male and female graduates had different understanding towards the role of social media, that is, changing the structure of digital media cannot change the opinion among the Gen Y respondents.

In the Table 5, the analysis is based on highest qualification of respondents and their relationship with social media platforms for effective communication. The Pearson chi - square results indicate the significant differences between the perceptions of respondents with different qualifications with social media. Social media and smart mobiles as a platform for effective communication of employer brands to reach an appropriate audience prove a positive association with different undergraduate and post graduate students. Hence, it is clear that social media

Table 6. Chi - Square Test of Significance Between Social Media as an Effective Communication Tool and Different Region Base of Respondents

	Response measured	Region Wise			Chi - square
		RURAL	SEMI URBAN	URBAN	
Digital Media for effective communication of employer brand to reach appropriate audience.	<i>Not so important</i>	7.3%	1.5%	1.0%	0.001 at <i>df</i>6
	<i>Important</i>	2.4%	1.5%	9.6%	Highly significant
	<i>Very Important</i>	48.8%	61.5%	38.6%	at 0.05 level
	<i>Extremely Important</i>	41.5%	35.4%	50.8%	

Table 7(a). Multi Factor Relationship for Determining the Underlying Themes of Employer Branding in the ITeS Sector

Table 7A . KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.679
Bartlett's Test of Sphericity	Approx. Chi-Square	5543.322
	<i>Df</i>	465
	Sig.	0.000

Table 7(b). Total Variance Explained

Component	Initial Eigen values			Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.607	18.088	18.088	5.607	18.088	18.088	3.699	11.932	11.932
2	3.993	12.882	30.970	3.993	12.882	30.970	3.690	11.905	23.837
3	3.208	10.349	41.319	3.208	10.349	41.319	2.727	8.798	32.635
4	2.550	8.224	49.543	2.550	8.224	49.543	2.632	8.492	41.127
5	1.826	5.891	55.434	1.826	5.891	55.434	2.554	8.239	49.365
6	1.626	5.244	60.678	1.626	5.244	60.678	2.534	8.173	57.539
7	1.476	4.761	65.439	1.476	4.761	65.439	1.888	6.091	63.629
8	1.233	3.978	69.418	1.233	3.978	69.418	1.478	4.769	68.398
9	1.012	3.265	72.682	1.012	3.265	72.682	1.328	4.284	72.682

Extraction Method: Principal Component Analysis.

has an effect on the perception of graduates.

As per the Table 6, we find the different levels of perception, outlook, and culture within the rural and urban base. It is also observed in terms of information gathering and sharing. In the present data, it can be seen that there is a significant difference between the rural and urban Gen Y respondents regarding the role of digital media as an effective communication tool. The results show a strong association between these two ; 61.5% of the semi - urban respondents felt that social media and other digital platforms were important to very important to extremely important for effective communication of employer brands to reach the appropriate future employees, and hence, need to be integrated in the employer branding communication strategy for ITeS organizations ; however, this perception was shared by only 38.6% of the urban respondents. The results indicate that the changing role of digital media can change the mindset of Gen Y.

However, despite this nominal difference in opinion amongst the sub - classification of demographics, it can be observed that only 2% of the respondents thought that digital employer branding was not important, leaving the remaining 98% in favor of it. Thus, respondents across demographics endorsed that employer branding for visibility and attractiveness is immensely important and that they preferred company intranet, company Facebook, and social media to be leveraged for the purpose.

Multivariate factor analysis or principal component analysis based on Eigen values as derived ≥ 1 identifies nine broad significant factors, which suggest some important themes for designing a digital employer branding strategy as depicted in Table 7(a) and Table 7(b). The nine broad significant factors hold 73% of the information, and if we delete the remaining components, we may lose 27% of the information.

Table 8. Rotated Component Matrix^a

	Principal Components of Digital Employer Branding								
	1.	2.	3.	4.	5.	6.	7.	8.	9.
	Company Financials	Employee Connects- Individual & Intranet	Digital Referral- Friends, & Peers, & Relatives	Equal Opportunity Employer	Learning Opportunity & Group Connects	Leveraging Social Media	Higher Study & Onsite Deputation	Compensation & Benefits	Promotion
Brand Visibility	0.659	0.527	0.004	0.030	-0.020	0.211	0.002	-0.059	-0.086
Brand Loyalty	0.680	0.441	0.117	0.071	0.125	-0.023	-0.205	0.021	-0.153
Brand Attractiveness	0.688	-0.241	0.061	0.160	0.146	0.049	0.278	-0.309	0.070
Revenue	0.728	0.315	0.155	0.028	-0.035	0.022	0.107	-0.027	-0.113
Profit	0.769	0.039	0.078	0.032	-0.005	-0.081	-0.150	0.210	0.049
Market Capitalization	0.540	-0.316	-0.143	-0.064	0.240	-0.395	-0.210	0.030	-0.008
Company Intranet	0.265	0.600	0.205	-0.032	0.013	0.360	-0.247	0.303	0.074
Company Facebook e.g. Knome	0.221	0.312	0.185	0.059	-0.009	0.691	0.213	-0.035	0.111
Social Media	-0.101	0.024	0.048	-0.192	0.232	0.717	0.025	0.242	0.246
Friends' Reference	0.005	0.131	0.856	-0.213	-0.020	0.048	0.096	0.020	-0.029
Relatives' Reference	0.155	0.052	0.848	0.110	0.210	0.017	-0.040	0.142	0.116
Referred by Peer Group	0.160	0.040	0.573	-0.505	-0.094	0.152	0.242	-0.033	0.176
Digital Platform Reference e.g. FB/ Linked in etc.	-0.167	0.102	0.503	-0.586	-0.124	0.171	-0.091	0.119	0.145
Equal Pay for Equal Work	-0.070	0.077	0.081	0.788	0.039	0.071	-0.200	0.349	-0.110
No Discrimination Basis - Caste, Creed, and Religion	-0.230	0.310	-0.181	0.503	-0.128	0.266	0.263	0.033	0.005
Safe Workplace Across Caste, Creed, & Religion	0.252	0.092	-0.168	0.730	0.011	-0.115	-0.004	-0.074	0.012
Salary	0.036	0.051	0.145	0.105	-0.129	0.091	0.111	0.840	0.073
Perquisites	0.086	0.256	0.384	0.501	-0.402	0.141	0.081	-0.092	-0.220
Other Benefits such as Higher Study Leave, Travel Abroad, Club Membership, etc.	-0.116	-0.144	0.074	-0.047	0.214	0.249	0.765	0.052	-0.049
Job Rotation	0.256	0.061	0.355	-0.088	-0.127	0.441	0.250	0.197	-0.154
Promotion	-0.087	-0.022	0.143	-0.157	0.085	0.121	0.008	0.056	0.865
Deputation Abroad	0.029	0.570	0.102	-0.031	0.005	-0.048	0.682	0.190	0.067
Web Based	-0.087	0.752	0.189	0.250	0.079	-0.042	0.003	-0.219	0.175
Class Room	-0.009	0.065	0.115	0.031	0.749	-0.371	0.100	-0.161	0.075
Workshops	0.100	0.107	-0.098	-0.053	0.814	0.175	0.055	0.143	-0.032
Town Halls	0.021	0.014	0.069	-0.058	0.609	-0.028	0.443	-0.245	0.078
Group Connect	0.221	0.357	0.148	0.294	0.613	0.161	-0.161	-0.206	0.107
One on One	0.051	0.789	0.063	-0.019	0.040	-0.033	0.147	0.107	-0.241
Client Facing	0.340	0.700	-0.071	0.162	0.254	0.049	-0.092	0.064	0.033
Interaction with Top Executives	0.218	0.339	0.097	-0.077	0.109	-0.566	0.001	0.090	0.056
Exposure to Board / CEO/COO	0.409	-0.075	-0.212	-0.076	0.126	-0.486	0.014	0.044	0.412

Extraction Method : Principal Component Analysis.
Rotation Method : Varimax with Kaiser Normalization.
a. Rotation converged in 28 iterations.

The Table 8 elaborates the nine principal factors in their order of priority for designing the digital employer branding strategy by ITeS organizations in India, which are as follows :

- ↪ **Priority Factor 1** : Building brand visibility by highlighting company financials such as sharing true facts about revenue, profit, market capitalization, disclosure about board of directors, etc. which is of importance to the highest degree.
- ↪ **Priority Factor 2** : Building brand loyalty through employee connects by means of one on one and through leveraging company intranet platforms.
- ↪ **Priority Factor 3** : Building the brand by promoting employee referrals by relatives, friends, and peers for new hires and leveraging company intranet & social media.
- ↪ **Priority Factor 4** : Making it a most desirable workplace through sharing facts about equality at the workplace in terms of compensation and other benefits and encouragement towards diversity.
- ↪ **Priority Factor 5** : Building the brand by providing learning opportunities by building web - based learning platforms followed by instructor laid training for employee talent development for future growth.
- ↪ **Priority Factor 6** : Making it an employer of choice by leveraging social media platforms for digital employer branding by promoting the company culture that promotes social affiliation and work - life balance.
- ↪ **Priority Factor 7** : Promoting brand loyalty by providing sponsored higher education for employees and onsite posting opportunities.
- ↪ **Priority Factor 8** : Compensation packages and other employee benefits have been identified as a single component driven significant factor that drives digital employer branding.
- ↪ **Priority Factor 9**: Scope of promotion during employment comes as the last priority factor considering the short shelf life of employment for an employer by Gen Y.

Three components, that is, job rotation ; interaction with top executives like CEO, COO, etc.; and connect to board of directors are proved to be insignificant for digital employer branding.

In light of the above analysis, the study throws light on a new conceptual model of digital employer branding for ITeS companies in India.

Conclusion

Social media and other digital platforms are quite important for effective communication on employer branding to reach the appropriate future employees, that is, Gen Y, and hence need to be integrated in the employer branding communication strategies for ITeS organizations. To attract top talent from GenY, ITeS organizations can use social media to highlight their organizational culture in ways that support what GenY is looking for in a future employer (chi - square results show significant relationship between region and educational attainment of the respondents). There are some other factors which give us a strong indication on the development of employer

branding for Gen Y. These are : Corporate governance structures ; Leveraging company intranet platforms ; Giving emphasis on employee referrals through friends and peer groups ; Practice equality at the workplace in terms of compensation ; Providing other benefits and encouragement towards diversity ; Promoting a company culture that promotes social affiliation and work-life balance ; Sponsored higher education for employees and onsite posting opportunities ; Provide learning opportunities ; Provide promotion during employment.

Managerial Implications

Today, disruptive digital forces continue to create opportunities for organizations to quickly develop new capabilities and gain a competitive advantage. Employer branding and organizational attractiveness have garnered considerable research attention over the years owing to their significance in a disruptive economy. Digitalization, global development, technological advancements, and greater dependence on data analytics have significantly accelerated market disruption, causing difficulties for employers in attracting employees in competitive advantages. For knowledge based technology organizations, it is necessary to remain competitive; to this end, employers do a number of exercises to retain and attract employees. Thus, the aim of this research paper was to empirically explore the impact of organization's digital branding exercises on employer attractiveness in Eastern Indian ITeS set ups as to help practicing managers and market researchers with deeper insights into the link between EVP variables, making an association between aspects and dimensions of the aforementioned constructs, and in doing so, provides significant implications for both businesses and their stakeholders. The findings of the study would also help practitioners identify employer branding dimensions influencing organizational attractiveness the most. Practitioners could, with such knowledge, incorporate the most influential dimensions and themes of employer branding in respective organizational cultures to remain the most sought after employers in the industry.

Limitations of the Study and Recommendations for Future Research

The primary goal of our study was to propose an adequate conceptual framework of employer branding by identifying its main components and their mutual interrelationships. Therefore, it did not address any specific, precise practices and strategies for implementation. It is an issue that should be scrutinized in future research. Also, the assessment of the employer brand outcomes was done according to the potential employees' perceptions in the Indian context, especially highlighting the Eastern part of India. The present study has covered only the Eastern region of India like West Bengal, Orissa, Jharkhand, and Bihar.

The main obstacle to the development and wider acceptance of the concept of employer branding is a lack of a sound theoretical base. Nonetheless, branding, as a concept, is well researched in marketing. These studies can serve as a basis for the further development of the employer branding concept. On the basis of the conceptual model proposed in this study, further research can focus on a more detailed analysis of the employer's brand elements and the mutual relations. Also, further research should pay attention to the ways of using the employer brand in order to increase the productivity of the organizations in their strategy development and find out the talent in the organizations.

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