

## Determinants of Employer Branding in Indian IT Companies

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### ABSTRACT

Employer branding has become an important strategic practice for organizations operating in highly competitive business environments, particularly in the Indian IT sector, where attracting and retaining skilled professionals has become increasingly challenging. The present study examines the determinants influencing employer branding in selected Indian IT companies. The study focuses on organizational, HR, and digital determinants, as well as demographic associations, which affect employer branding perceptions among employees. Primary data were collected from 600 employees working in selected leading IT companies, including TCS, Infosys, HCL Technologies, Tech Mahindra, and Wipro Technologies. The study adopted a descriptive and analytical research design and utilized statistical tools such as percentage analysis, mean, standard deviation, ranking techniques, and the chi-square test for data analysis. The findings reveal that corporate reputation, employee engagement, work-life balance, and online presence are the major determinants influencing employer branding in Indian IT companies. The Chi-square analysis further indicates a significant association between demographic variables and employer branding perception. The study concludes that organizations should adopt integrated employer branding strategies combining organizational culture, employee-centered HR practices, and digital branding initiatives to strengthen organizational attractiveness and sustain competitive advantage.

**Keywords:** Employer Branding, Corporate Reputation, Employee Engagement, Work-Life Balance, Online Presence, IT Industry, Human Resource Management

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### Introduction

Employer Branding (EB) has emerged as a significant strategic practice in modern organizations, particularly in service-oriented industries where human capital plays a crucial role in achieving organizational success. In the highly competitive Indian IT sector, organizations compete not only for customers but also for talented employees who contribute to innovation, productivity, and sustainability. Employer branding refers to creating and promoting a unique organizational identity that attracts and retains employees by offering functional, economic, and psychological benefits. With increasing employee mobility and changing workforce expectations, IT professionals now seek career growth opportunities, a supportive work culture, work-life balance, recognition, and flexibility beyond

financial rewards. Consequently, organizations focus on strengthening their employer brand to position themselves as employers of choice.

Employer branding is influenced by multiple organizational, HR, and digital determinants that shape employees' perceptions of the organization. Organizational factors such as corporate reputation, organizational culture, leadership effectiveness, work environment, and internal communication play a vital role in enhancing employer attractiveness. Similarly, HR-related factors, including employee engagement, compensation systems, career development opportunities, performance management, onboarding practices, and work-life balance, significantly affect employee commitment and satisfaction. In addition, digital transformation and social media have expanded the scope of employer branding through online visibility, digital communication, and virtual employee engagement. Organizations that effectively integrate these determinants are more likely to strengthen their employer image and sustain competitiveness in talent markets.

Several researchers have emphasized the importance of employer branding in attracting and retaining talented employees. Ambler and Barrow (1996) conceptualized employer branding as the package of functional, economic, and psychological benefits associated with employment, while Backhaus and Tikoo (2004) identified it as a strategic mechanism for building organizational identity and employee loyalty. Chartered Institute of Personnel and Development (2010) further emphasized that employer branding helps organizations create a distinctive employment experience attractive to talented employees. Against this background, the present study focuses on identifying the organizational, HR, and digital determinants influencing employer branding in selected Indian IT companies. The study aims to provide empirical insights into major factors such as corporate reputation, employee engagement, work-life balance, performance management, and online presence that contribute to effective employer branding and long-term employee retention.

### Scope of the Study

The present study aims to analyze the factors that influence the Employer branding in the selected companies in the IT industry, which include TCS, Infosys, HCL Technologies, Tech Mahindra, and Wipro Technologies in Hyderabad. The study addresses organizational determinants (corporate reputation, organizational culture, leadership, work environment, internal communication), HR determinants (employee engagement, compensation systems, work-life balance, career development, performance management, onboarding practices), and digital determinants (online presence and digital communication practices). The study covers employees at the junior, middle, and senior management levels and primarily focuses on the perception of the employees towards the Employer Branding practices and factors that make the organizations attractive for employees. But the study only focuses on employer branding determinants and doesn't extensively explore other organizational outcomes like productivity, profitability, or customer satisfaction.

### Need for the Study

The Indian IT industry is fast-growing and competitive, which has created a great difficulty in hiring and keeping talented workers with the changing technology, globalization, rising job opportunities, and evolving employees' expectations. Employer branding has become an important strategic HR tool that can help organizations build up their image, boost employee satisfaction, and increase organizational attractiveness. But there are still some companies that struggle with understanding what the key drivers are that affect their employees' perceptions of their employer brand. So, the present study aims to explore the organizational, HR, and digital dimensions that impact the employer branding of selected Indian IT companies. The study is significant as there are hardly any

comprehensive empirical studies that focus on the determinants of employer branding in the context of the Indian IT industry. The results will aid HR professionals, organizational leaders, researchers, and policymakers in developing strategies for organizations that will successfully engage in employer branding and recruit, engage, and retain employees.

### Review of Literature

#### 1. **Ambler and Barrow (1996)**

Ambler and Barrow introduced the concept of Employer Branding as the functional, economic, and psychological benefits associated with employment. The study emphasized that organizations should market themselves to employees as well as customers to attract and retain talent. It highlighted the importance of organizational reputation, work environment, and growth opportunities in shaping employee perceptions. The researchers explained that strong employer branding improves organizational attractiveness, employee loyalty, and commitment. The study also established employer branding as a strategic HR practice linked with organizational culture and marketing. The findings concluded that strong employer brands help organizations reduce turnover and attract competent employees.

#### 2. **Backhaus and Tikoo (2004)**

Backhaus and Tikoo developed a framework explaining the relationship between employer branding, organizational identity, and employee loyalty. The study identified internal and external dimensions of employer branding aimed at attracting and retaining employees. It emphasized the importance of organizational culture, leadership, communication, and employee satisfaction in strengthening employer branding. The researchers explained that strong employer branding enhances organizational reputation and employee morale. The study further highlighted that employee loyalty and organizational commitment are major outcomes of effective employer branding. Their framework became highly influential in employer branding and HR literature.

#### 3. **Tanwar and Prasad (2016)**

Tanwar and Prasad examined employer branding practices in Indian organizations and their influence on employee attraction and retention. The study identified compensation, organizational culture, employee engagement, and career development as important determinants of employer branding. The findings revealed that organizations with strong employer branding practices experience higher employee satisfaction and lower turnover intentions. The researchers emphasized the importance of supportive leadership, flexible work culture, and recognition practices. The study concluded that employer branding has become an essential strategic HR tool in competitive labor markets. The authors recommended strengthening organizational culture and employee engagement initiatives.

#### 4. **Deepa and Baral (2019)**

Deepa and Baral examined the role of employer branding dimensions in improving organizational attractiveness and employee retention. The study identified employee engagement, work-life balance, leadership support, and compensation systems as major factors influencing employer branding. The findings showed that employees prefer organizations offering a supportive work culture and career growth opportunities. The study highlighted that employee engagement strengthens emotional attachment and organizational commitment. It also revealed that work-life balance positively influences employee satisfaction and employer brand perception. The researchers concluded that employer branding should be integrated with HR strategies to improve retention and organizational performance.

**5. Muthusamy and Sharanya (2020)**

Muthusamy and Sharanya investigated factors influencing employer branding among employees in Indian IT companies. The study revealed that work environment, work-life balance, organizational culture, compensation, and employee relations significantly influence employer branding perceptions. The researchers found that employees prefer organizations providing flexible work arrangements and professional development opportunities. The study emphasized the role of teamwork, supportive leadership, and workplace wellbeing in strengthening employer branding. It also highlighted the importance of digital communication and online visibility in technology-driven industries. The study concluded that both organizational and digital determinants strongly influence employer branding effectiveness.

**6. Khan et al. (2021)**

Khan and colleagues examined the relationship between employer branding and employee retention among Indian IT professionals. The study found that strong employer branding positively influences employee loyalty and emotional commitment. Organizational culture, leadership effectiveness, communication systems, and employee engagement were identified as key determinants of employer branding. The findings revealed that supportive HR practices and fair performance management improve employee satisfaction and organizational attractiveness. The study emphasized that employer branding acts as a psychological mechanism influencing employee behavior and workforce stability. The authors concluded that employer branding should be integrated with engagement and organizational culture initiatives.

**7. Bharadwaj and Yameen (2021)**

Bharadwaj and Yameen examined the influence of Corporate Social Responsibility (CSR) on employer branding and employee retention in Indian IT organizations. The study revealed that CSR practices positively influence organizational attractiveness, employee commitment, and organizational identification. Employees preferred organizations demonstrating ethical behavior, environmental responsibility, and social commitment. The findings highlighted that CSR improves organizational reputation and employee pride. The study also showed that socially responsible organizations experience higher employee loyalty and emotional attachment. The researchers concluded that CSR has become an important determinant influencing employer branding practices.

**8. Padhi and Joshi (2022)**

Padhi and Joshi examined the influence of employer branding on talent attraction and retention in the Indian IT sector. The study identified Employee Value Proposition (EVP), workplace culture, organizational identity, and employee experience as important determinants of employer branding. The findings showed that strong employer branding reduces recruitment costs and improves employee retention. Employees were more attracted to organizations providing flexible work arrangements and meaningful career opportunities. The study highlighted the importance of organizational culture, employee wellbeing, leadership support, and internal communication. The researchers concluded that employer branding is a strategic HR practice essential for sustaining competitiveness in talent markets.

**9. Chopra et al. (2023)**

Chopra and colleagues explored the relationship between employer branding and talent retention among IT professionals using PL-SEM analysis. The study found that employee engagement acts as a mediator between employer branding and employee retention. Supportive organizational relationships, communication practices, teamwork, and recognition systems were identified as important factors improving employee engagement. The findings revealed that employees associated with strong employer brands demonstrate higher commitment and lower turnover intentions. The

study emphasized that leadership support and work environment significantly contribute to employer branding effectiveness. The authors concluded that employee engagement is one of the strongest determinants influencing employer branding and retention.

### 10. Maurya et al. (2024)

Maurya and colleagues examined the influence of work-life balance on employer branding and talent management among Indian IT employees. Using SEM analysis, the study found that work-life balance positively influences employer branding and employee retention outcomes. Employees increasingly preferred organizations offering flexible work arrangements, wellness initiatives, and hybrid work opportunities. The study highlighted that work-life balance improves employee satisfaction, emotional well-being, and organizational commitment. The findings also revealed that employer branding mediates the relationship between work-life balance and talent retention. The researchers concluded that organizations should prioritize employee well-being and flexibility to strengthen employer branding effectiveness.

### Research Objectives

- To examine the influence of organizational determinants on employer branding in selected Indian IT companies.
- To analyze the impact of HR determinants on employer branding in selected Indian IT companies.
- To evaluate the role of digital presence in strengthening employer branding in Indian IT companies.
- To examine the association between demographic variables and employer branding perception among employees in selected Indian IT companies.

### Research Hypotheses

**H01:** Organizational determinants do not significantly influence employer branding in selected Indian IT companies.

**H02:** HR determinants do not significantly impact employer branding in selected Indian IT companies.

**H03:** Online presence does not significantly influence employer branding in Indian IT companies.

**H04:** There is no significant association between demographic variables and employer branding perception among employees in selected Indian IT companies.

### Research Methodology

#### Research Design:

The present study is empirical and descriptive in nature. Both primary and secondary data sources were used for the study. Primary data were collected through a structured questionnaire administered to employees working in selected Indian IT companies. Secondary data were collected from journals, books, research articles, company reports, and online databases.

#### Sample Size:

The study included 600 employees from selected IT companies operating in Hyderabad.

**Sample Companies:**

- TCS
- Infosys
- HCL Technologies
- Tech Mahindra
- Wipro Technologies

**Sampling Technique:**

The purposive sampling technique was adopted for selecting respondents.

**Statistical Tools Used:**

- Percentage Analysis
- Mean
- Standard Deviation
- Ranking Method
- Chi-square Test

**Data Analysis and Interpretation**

**Table 1: Demographic Profile of Respondents**

Variable	Category	Frequency	Frequency
Employee Category	Junior Level	217	36.2
	Middle Level	245	40.8
	Senior Level	138	23.0
Gender	Male	320	53.3
	Female	280	46.7
Age	Less than 25 years	119	19.8
	25–35 years	201	33.5
	35–45 years	149	24.8
	45 years & above	131	21.8

**Interpretation**

The demographic profile indicates that the majority of respondents belong to the middle-level employee category (40.8%), followed by junior-level employees (36.2%). Male respondents slightly outnumber female respondents, reflecting moderate gender diversity within the Indian IT sector. Most respondents belong to the age group of 25–35 years, indicating the presence of a young and professionally active workforce. The educational profile and experience levels demonstrate that the respondents possess sufficient professional exposure

**Table 2: Organizational Determinants of Employer Branding**

Determinants	Overall Mean	SD	Rank
Corporate Reputation	3.22	1.16	I
Work Environment	3.05	1.26	II
Organizational Culture	3.04	1.33	III
Internal Communication & Knowledge Management	3.04	1.28	IV
Corporate Vision & Leadership	3.03	1.25	V

**Interpretation**

Corporate reputation emerged as the strongest organizational determinant influencing employer branding. Employees perceive organizational image, ethical standards, market credibility, and professional prestige as major contributors toward organizational attractiveness. Work environment and organizational culture also significantly influence employee perceptions by promoting positive workplace relationships, collaboration, and supportive work practices. Internal communication and leadership factors moderately influence employer branding, indicating the need for improved transparency, communication systems, and participative leadership practices.

**Table 3: HR Determinants of Employer Branding**

Determinants	Overall Mean	SD	Rank
Employee Engagement	3.13	1.19	I
Work-Life Balance	3.09	1.20	II
Performance Management	3.08	1.23	III
Onboarding Experience	3.07	1.28	IV
Compensation System	3.03	1.26	V
Development of Career	3.02	1.21	VI

**Interpretation:** Employee engagement emerged as the strongest HR determinant influencing employer branding. Employees highly value participation, recognition, teamwork, communication, and involvement in organizational activities. Work-life balance and performance management also moderately influence employer branding by promoting employee well-being, fairness, and performance recognition. Compensation systems and onboarding experience positively contribute toward organizational attractiveness, while career development opportunities received comparatively lower scores, indicating the need for stronger employee development initiatives.

**Table 4: Digital Determinants of Employer Branding**

Determinant	Overall Mean	Interpretation
Online Presence	3.13	Moderately Positive Influence

**Interpretation:** Online presence moderately influences employer branding in Indian IT companies. Employees perceive digital communication, organizational visibility, technological connectivity, and social media engagement as important aspects influencing organizational image. The findings indicate that organizations maintaining strong digital visibility and transparent online communication are perceived as more innovative and attractive employers.

**Table 5: Summary of Key Determinants of Employer Branding**

Determinants	Mean Score	Influence Level	Rank
Corporate Reputation	3.22	High	I
Employee Engagement	3.13	High	II
Online Presence	3.13	Moderate	III
Work-Life Balance	3.09	Moderate	IV
<b>Performance Management</b>	<b>3.08</b>	<b>Moderate</b>	<b>V</b>

**Interpretation:** The summary findings indicate that corporate reputation, employee engagement, and online presence are the most influential determinants affecting employer branding in Indian IT companies. Organizations that maintain a strong organizational image, employee-centered HR practices, and effective digital communication systems are more likely to attract and engage talented employees.

**Table 6: Chi-square Analysis between Demographic Variables and Employer Branding Perception**

Demographic Variables	Chi-square Value	p-value	Result
Gender	12.214	.002	Significant
Age	15.438	.001	Significant
Experience	10.327	.006	Significant
Employee Category	8.215	.041	Significant

**Interpretation:** The Chi-square analysis indicates that demographic variables such as gender, age, experience, and employee category are significantly associated with employees' perceptions of employer branding in selected Indian IT companies. Since the p-values are less than 0.05, the null hypothesis is rejected. The findings imply that employees belonging to different demographic categories perceive employer branding practices differently. Younger employees and middle-level employees demonstrate stronger expectations regarding organizational reputation, employee engagement, work-life balance, and digital presence. The results highlight the importance of adopting customized employer branding strategies suitable for diverse workforce categories

Table 7: Consolidated Hypotheses Testing Table

Hypothesis No.	Null Hypothesis	Variables Included	Statistical Tool Used	Findings	Result
<b>H01</b>	There is no significant influence of organizational determinants on employer branding in selected Indian IT companies.	Corporate Reputation, Work Environment, Organizational Culture, Internal Communication & Knowledge Management, Corporate Vision & Leadership	Mean, Standard Deviation, Ranking Analysis	Organizational determinants moderately and positively influence employer branding. Corporate reputation emerged as the strongest determinant.	Rejected
<b>H02</b>	HR determinants do not significantly impact employer branding in selected Indian IT companies.	Employee Engagement, Work-Life Balance, Performance Management, Compensation System, Development of Career, Onboarding Experience	Mean, Standard Deviation, Ranking Analysis	HR determinants positively influence employer branding. Employee engagement emerged as the strongest HR determinant.	Rejected
<b>H03</b>	Online presence does not significantly influence employer branding in Indian IT companies.	Online Presence	Mean Analysis	Online presence moderately influences employer branding and organizational attractiveness.	Rejected
<b>H04</b>	There is no significant association between demographic variables and employer branding perception among employees in selected Indian IT companies.	Gender, Age, Experience, Employee Category	Chi-square Test	Demographic variables significantly influence employees' perceptions toward employer branding practices.	Rejected

**Interpretation:** The consolidated hypotheses testing results indicate that organizational determinants, HR determinants, and digital determinants significantly influence employer branding in selected Indian IT companies. Corporate reputation, employee engagement, work-life balance, and online presence emerged as major determinants shaping organizational attractiveness. The Chi-square analysis further established that demographic variables significantly influence employees' perceptions toward employer branding practices. Since all hypotheses recorded positive influence and significant associations, all null hypotheses were rejected. The findings emphasize that employer branding in the Indian IT sector is multidimensional and depends upon integrated organizational, HR, and digital practices.

### Findings of the Study

- Corporate reputation emerged as the strongest determinant influencing employer branding in Indian IT companies.
- Employee engagement significantly contributes to organizational attractiveness and employee commitment.
- Work-life balance practices positively influence employee perceptions toward employer branding.
- Online presence plays a notable role in strengthening organizational image and employer attractiveness.
- Organizational culture and work environment moderately influence employer branding practices.
- Performance management systems positively influence employee perceptions regarding organizational fairness and recognition.
- Compensation systems moderately influence employer branding; however, employees expect stronger performance-linked rewards and benefits.
- Career development opportunities require further strengthening to improve organizational attractiveness and employee satisfaction.
- Internal communication and leadership practices moderately contribute toward employer branding effectiveness.
- The Chi-square analysis revealed a significant association between demographic variables and employer branding perception.
- Employer branding in the Indian IT sector depends upon the integration of organizational, HR, and digital determinants.

### Suggestions

- IT companies should strengthen corporate reputation through ethical business practices, transparent policies, and social responsibility initiatives.
- Organizations should improve employee engagement by encouraging teamwork, participation, recognition, and collaborative communication.
- Flexible work arrangements and employee wellness initiatives should be enhanced to improve work-life balance.

- Companies should strengthen online employer branding through social media engagement, digital communication, and transparent organizational visibility.
- HR departments should implement stronger career development programs, leadership development initiatives, and continuous learning opportunities.
- Performance management systems should become more transparent, fair, and employee-centered.
- Compensation systems should include performance-linked rewards, employee benefits, and equitable salary structures.
- Organizations should improve internal communication systems and promote participative leadership practices.
- IT companies should design customized employer branding strategies suitable for different demographic categories of employees.
- Organizations should adopt integrated employer branding strategies combining organizational culture, HR practices, and digital branding initiatives.

### Future Scope for Research

The present study focused on selected Indian IT companies operating in Hyderabad. Future studies may expand the geographical scope and include organizations from different regions and industries for broader generalization. Comparative studies between multinational companies and domestic firms may provide deeper insights into employer branding practices.

Future research may also examine the relationship between employer branding and variables such as employee retention, organizational commitment, job satisfaction, and organizational performance. Advanced statistical techniques such as Structural Equation Modeling (SEM), mediation analysis, and moderation analysis may further strengthen empirical findings.

Researchers may also explore emerging areas such as digital employer branding, AI-driven recruitment, social media branding, virtual work culture, and hybrid work environments in relation to employer branding practices.

### Conclusion

Employer branding has emerged as a significant strategic HR practice in the Indian IT sector due to increasing competition for skilled professionals and changing workforce expectations. The present study examined the determinants influencing employer branding in selected Indian IT companies by analyzing organizational, HR, digital, and demographic factors.

The findings reveal that corporate reputation is the strongest determinant influencing employer branding, followed by employee engagement, work-life balance, and online presence. Employees prefer organizations that maintain strong professional image, supportive work culture, employee-centered HR practices, and effective digital communication systems.

The Chi-square analysis further established that demographic variables significantly influence employees' perceptions toward employer branding practices. This indicates that organizations must adopt customized employer branding approaches suitable for diverse employee groups.

The study concludes that employer branding is multidimensional in nature and requires integrated organizational efforts involving leadership, organizational culture, employee engagement, digital

visibility, and employee well-being. Organizations that invest in holistic employer branding strategies are more likely to attract, engage, and retain talented employees, thereby strengthening long-term organizational competitiveness and sustainability.

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