
The Role of Employer Branding on Recruitment and Employee Retention in IT Companies in Tamil Nadu

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ABSTRACT

This study examines how employer branding influences the recruitment experience and employee retention in Information Technology (IT) companies located in Tamil Nadu. Organizations are increasingly investing in employer branding efforts as they compete with other organizations for skilled professional talent in the labor market; however, there are potential gaps between the projected image of an organization and the actual experiences that its employees have which can lead to questions about the long-term commitment of these employees. The objective of this study is to investigate the relationships among employer branding and recruitment experiences, and to analyze the effects of recruitment experiences and employer branding upon employee retention and organizational commitment. A quantitative descriptive research methodology was used. Data collection was conducted via primary sources from 129 IT employees through a convenience sampling method. The results suggest that there is a strong relationship among employer branding, recruitment experience and retention. Recommendations for improvement include increasing the authenticity of employer branding as well as increasing the transparency of the recruitment process. Additionally, the study concludes that a credible employer brand will positively affect an applicant's perceptions of recruitment and enhance their long-term commitment to an organization, which in this case are in the IT sector in Tamil Nadu.

Keywords: *Employer Branding, Recruitment Experience, Employee Retention, Organizational Commitment, IT Industry*

1. BACKGROUND OF THE STUDY

The Indian information technology (IT)[1,2,3,] sector of Tamil Nadu is part of the broader, highly competitive technology services industry valued at over \$283 billion (Achar, 2026, January 18; Shetty, 2025, September 5). With greater emphasis being placed on skills and increased expectations for productivity, companies will need to define how they differ from other employers using compensation packages alone. Employer branding can be a viable strategy to allow companies to articulate their organization's identity, culture, opportunities for development, and overall value proposition to potential employees to hire them and keep them [4,5]. In the case of knowledge-intensive industries such as the IT industry, an organization's employer reputation plays a significant role in determining its success with regards to attracting new recruits, retaining current employees, and promoting employee engagement [6,7,8]. Changes in the nature of employment in recent years have shown that flexibility and outcome-based work arrangements are key components of successful talent acquisition strategies. [9,10] reference a 2025 EY's Work Reimagined study which includes information about 29 different countries and 1500 employers in addition to data from 15,000 employees. They state that companies utilizing flexibility-based work arrangements have shown greater employee productivity as compared to traditional "in-office" requirements. Additionally, they also referenced that 22% of surveyed employees preferred to be able to select where they worked for their job, while 30% stated that flexible scheduling was one of the top factors in selecting an employer. These results are similar to research conducted in academia which found that work-life balance, employee professional growth, and a supportive organizational environment can increase both an employer's attractiveness to potential employees and employee retention [11],[12]

Recruitment is undergoing a transformation through artificial intelligence (AI) in recruitment processes. Shetty (September 5, 2025), states that AI-based screening tools automatically filter and rank job applicants to improve speed and effectiveness in India's growing digital labor market. This technology can impact how an employer brand is perceived, because job seekers have a strategic opportunity to develop their resume to match an automated system for hiring. Digital communication of an employers' value proposition can also reduce information asymmetry and increase job seeker trust[13,14,15]. The retention dynamic of employer branding is also evident in its authenticity. According to Achar (January 18, 2026)[16,17,18,19], the top five IT firms in India employ more than 1.5 million people and will increasingly use niche skills for employment. More than half of this employment demand is projected to be for new and emerging technologies. The number of employees who have left the organization has decreased by 1.7% each year since last year, as a result of the organization's focus on talent strategy that is based on quality. A study conducted by Ghai in January 2026 reports that approximately 79% of HR professionals indicated an increase in employee retention in Tier 2 and Tier 3 cities. The study further indicates that the percentage of hires coming from Tier 2 and Tier 3 cities is expected to increase to 19.7% by FY27, up from 12.3 percent. Research studies indicate that the development of employer branding positively affects employee engagement and organizational identification, which may be associated with a reduction in employee turnover. However, the availability of empirical research related to employee retention in Tamil Nadu is limited, therefore the need for future study.

2. STATEMENT OF THE PROBLEM

In order to compete for qualified workers in an extremely competitive job market, organizations that work in information technology (IT) in Tamil Nadu are compelled to develop strong, effective employer brands. These employer branding strategies include; building an organization's online presence, showcasing positive reviews from employees, and managing an organization's reputation to attract high quality employees and make them want to work at the organization. While these branding efforts are designed to create a positive impression on potential employees, there can be large discrepancies between how an organization presents itself as a place to work and how

employees actually feel about working there. This discrepancy could have a significant impact on recruitment perceptions, candidate trust and long-term employee retention. As a result, it is critical for organizations to determine if their employer branding initiatives have a tangible effect on improving the recruitment experience of employees or simply increase awareness and interest in the organization's brand. At the same time, IT firms are still encountering problems with employee turnover as well as decreasing employee organizational commitment. Recruitment campaigns can attract candidates based upon employer brand; however, retained employees depend upon employers maintaining aligned expectations and employee workplace experiences. If an employer's brand influences candidate perception at the beginning of their employment process; but does not create sustainable levels of employee commitment; it will negatively affect the organization's ability to maintain workforce continuity. Thus, there is a need for a systematic study examining the relationship between employer branding and the recruitment experience, which ultimately affects employee retention and organizational commitment among IT firms in Tamil Nadu.

2.1 OBJECTIVES OF THE STUDY

1. To examine the employer branding and recruitment experience relationship in IT companies in Tamil Nadu.
2. To analyse the employer branding and recruitment experience influence on employee retention and organizational commitment in IT companies in Tamil Nadu.

3. RESEARCH METHODOLOGY

This research is conducted by using a Quantitative and Descriptive Research Design to explore how Employer Branding has an effect on Recruitment and Retention of Employees in the Information Technology (IT) companies of Tamil Nadu. A primary source of data was collected from 129 IT employees. The convenience sampling technique was utilized for selecting respondents because it provided access to and availability of IT professionals working in various organizations. Regarding the years of experience of the respondents, 34.1% have 2 to 5 years of experience, 28.7% have less than 2 years of experience, 24.0% have 6 to 10 years of experience, and 13.2% have more than 10 years of experience. Concerning the positions, 45.7% are at entry level, 36.4% are at middle level, and 17.8% are at senior or managerial level. Descriptive Statistics were used to analyze the patterns of the data and Pearson Correlation Analysis were used to examine the relationships between the variables. Multiple Regression and ANOVA were used to examine whether there are predictive influences and whether the overall model is significant.

4. ANALYSIS AND INTERPRETATION

Table No.1: Employer Brand Image and Attractiveness

Factors	Mean	Std. Deviation
The organization has a strong reputation as a desirable employer.	3.643	1.171
The company's brand image positively influences job seekers.	3.605	1.093
The organization communicates its values clearly to employees.	3.589	1.170
Social media presence enhances the company's employer image.	3.698	1.196
The company is known for ethical and transparent HR practices.	3.581	1.137
The organization's work culture is attractive to potential candidates.	3.682	1.125
Employer branding reflects opportunities for career growth.	3.512	1.133
The company's brand promise matches actual employee experience.	3.419	1.116
The organization is perceived as innovative and forward-thinking.	3.690	1.165
Positive employee testimonials strengthen the employer brand.	3.713	1.220
Average Score	3.613	1.152

The data from Table No. 1 shows that Employer Brand Image and Attractiveness is viewed as moderate by potential employees of IT companies located in Tamil Nadu. Employee testimonials were rated highest (mean = 3.713), followed by Social Media Presence (mean = 3.698), Innovative Image (mean = 3.690), Attractive Work Culture (mean = 3.682) and Strong Employer Reputation (mean = 3.643). Brand Image Influence on Job Seekers was rated 3.605, Clear Communication of Values 3.589 and Ethical HR Practices 3.581. Career Growth through Employer Branding 3.512, while Brand Promise vs. Actual Employee Experience ranked lowest at 3.419.

Table No.2: Recruitment Experience and Brand Perception

Factors	Mean	Std. Deviation
The recruitment process was professional and transparent.	3.682	1.146
I was attracted to apply because of the company's employer brand.	3.636	1.104
The organization's reputation influenced my decision to join.	3.744	1.188
The hiring process reflected fairness and equal opportunity.	3.674	1.112
Recruitment communication was clear and timely.	3.690	1.178
The company fulfilled the expectations created during recruitment.	3.465	1.160
Employer branding reduced uncertainty during my job decision.	3.519	1.098
The organization's online presence influenced my perception positively.	3.713	1.226
Recruitment marketing campaigns enhanced the organization's attractiveness.	3.597	1.149
My joining decision was strongly influenced by the employer brand.	3.651	1.170
Average Score	3.637	1.153

The results from table 2 of the descriptive statistics show positive views toward Recruitment Experience and Brand Perception among employees of IT companies in Tamil Nadu. The organizational reputation as an influencer of employee's joining decision was the most highly rated, (mean = 3.744), followed by online presence (mean = 3.713), clear and timely recruitment communication (mean = 3.690), professionalism and transparency of the process (mean = 3.682) and fairness in hiring (mean = 3.674). The employer brand's ability to influence

an employee's decision to join (mean = 3.651), attract them to apply (mean = 3.636), and recruit effectively through marketing (mean = 3.597) were all slightly lower than those previously mentioned. Finally, reduced uncertainty regarding an employee's job decision (mean = 3.519), and fulfillment of their expectations during recruitment (mean = 3.465), showed some room for improvement in terms of matching recruitment promises with actual experiences.

Table No.3 : Employee Retention and Organizational Commitment

Factors	Mean	Std. Deviation
I intend to continue working in this organization.	3.388	1.141
I feel loyal toward this organization.	3.426	1.116
I rarely consider leaving this organization.	3.310	1.124
The employer brand strengthens my commitment to stay.	3.589	1.177
Recommend this organization to others as a workplace.	3.767	1.215
I feel proud to be associated with this organization.	3.713	1.161
I see long-term career growth here.	3.535	1.125
Even with external job offers, I prefer to stay here.	3.256	1.120
The organization meets the expectations promised during recruitment.	3.550	1.172
Strong employer branding reduces employee turnover.	3.651	1.203
Average Score	3.519	1.155

The data from Table No. 3 shows moderate employee retention and organizational commitment levels in IT companies based in Tamil Nadu. The organization's recommendation as an employer is rated highest (mean = 3.767), closely followed by pride in being associated with the organization (mean = 3.713) and belief that employer branding will reduce employee turnover (mean = 3.651). Employer branding will strengthen commitment (mean = 3.589), recruitment expectation fulfillment (mean = 3.550), long-term career development opportunities (mean = 3.535) and employee loyalty (mean = 3.426). Employees reported they intend to remain with their current employers for the next 3 years (mean = 3.388), do not consider leaving their current employer (mean = 3.310) frequently, and would prefer to remain with their current employer even if other employment opportunities are available (mean = 3.256). Overall, employees' ratings indicated moderate, yet cautious, levels of commitment.

Hypothesis H₀₁ : There is no significant correlation among Employer Branding, Recruitment Experience, and Employee Retention

Table No.4: Correlation Analysis

		Employer Brand Image and Attractiveness	Recruitment Experience and Brand Perception	Employee Retention and Organizational Commitment
Employer Brand Image and Attractiveness	Pearson Correlation	1	.626**	.529**
	Sig. (2-tailed)		.000	.000
Recruitment Experience and Brand Perception	Pearson Correlation	.626**	1	.460**
	Sig. (2-tailed)	.000		.000
Employee Retention and Organizational Commitment	Pearson Correlation	.529**	.460**	1
	Sig. (2-tailed)	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed), N = 129

Based on data in Table 4, the correlation analysis indicates that there are statistically significant positive relationships between the three variables of interest. Employer branding exhibits a statistically significant and very high degree of positive correlation to recruitment experience ($r = 0.626$; $p < .01$) and a statistically significant and moderate degree of positive correlation to employee retention ($r = 0.529$; $p < .01$). In addition, recruitment experience displays a statistically significant and moderate positive relationship to employee retention ($r = 0.460$; $p < .01$). As all correlations were significant at a probability level of .01 or less, the null hypothesis was rejected.

Hypothesis H₀₂ : There is no significant linear relationship between Employer Branding, Recruitment Experience, and Employee Retention in IT Companies in Tamil Nadu.

Table No.5: Model Summary and ANOVA

Model	R	R ²	Adj. R ²	Std. Error	Change Statistics					D W
					ΔR ²	F	df1	df2	Sig.	
1	.555 ^a	.307	.297	3.61028	.307	27.974	2	126	.000	1.562
a. Predictors: (Constant), Recruitment Experience and Brand Perception, Employer Brand Image and Attractiveness										
b. Dependent Variable: Employee Retention and Organizational Commitment										
ANOVA ^a										
Model	SS		df	MS	F	Sig.				
1	Regression	729.239	2	364.620	27.974	.000 ^b				
	Residual	1642.295	126	13.034						
	Total	2371.535	128							
a. Dependent Variable: Employee Retention and Organizational Commitment										
b. Predictors: (Constant), Recruitment Experience and Brand Perception, Employer Brand Image and Attractiveness										

From Table No. 5, the regression results show that Employer Branding and Recruitment Experience significantly affect Employee Retention and Organizational Commitment for IT firms in Tamil Nadu. It was found that $R = .555$ (and) R Square = .307; thus, a total of 30.7% of the variation in retention is explained by the independent variables. The adjusted R² of .297 indicates stability of the model. Overall model

significance was established through the ANOVA F-statistic of 27.974, which resulted in a p-value of .000; therefore, the null hypothesis was rejected.

Table No.6: Regression and Residual Analysis

Coefficients ^a						
Model		Unstandardized		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.592	2.247		8.273	.000
	Employer Brand Image and Attractiveness	.306	.073	.396	4.169	.000
	Recruitment Experience and Brand Perception	.152	.068	.213	2.237	.027
a. Dependent Variable: Employee Retention and Organizational Commitment						
Residuals Statistics ^a						
Measure	Min.	Max.	Mean	SD	N	
Predicted Value	28.9783	38.4493	35.1860	2.38688	129	
Residual	-16.15803	6.67423	.00000	3.58196	129	
Std. Predicted Value	-2.601	1.367	.000	1.000	129	
Std. Residual	-4.476	1.849	.000	.992	129	
a. Dependent Variable: Employee Retention and Organizational Commitment						

From Table No. 6, regression analysis shows that both Employer Brand Image/Attractiveness and Recruitment Experience/Brand Perception are significantly related to employee retention and organizational commitment of employees in IT firms in Tamil Nadu; Employer Branding was the most powerful predictor (beta = 0.396, coefficient = 0.306, t-value = 4.169, p = .000) while Recruitment Experience was also an effective predictor (beta = 0.213, coefficient = 0.152, t-value = 2.237, p = .027). The residual statistics for the models were stable indicating that employer branding would be a much stronger determinant of retention than the recruitment experience.

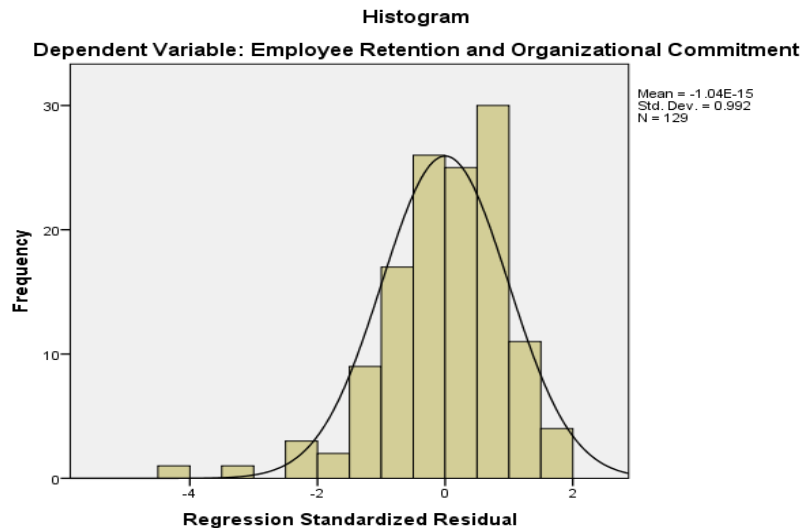


Figure 1: Histogram Showing Normal Distribution of Regression Standardized Residuals for Employer Branding and Recruitment Experience on Employee Retention

5. FINDINGS

In terms of perception of Employer Brand Image and Attractiveness within IT companies in Tamil Nadu, the research finds that all three dimensions are viewed as having a positive impact on employees; specifically, employee testimonials were rated highest with a mean of 3.713, followed by social media presence (mean = 3.698) and then innovative organizational image (mean = 3.690). The dimension of alignment between employer brand promise and employee experience was viewed as the most negatively; therefore, this is the largest perceptual gap identified. For Recruitment Experience and Brand Perception, the factor of organizational reputation affecting the decision to join ranked highest at 3.744, while the degree to which expectations are fulfilled during the recruitment process ranked lowest at 3.465. With respect to Employee Retention and Organizational Commitment, the employee's willingness to recommend the organization as a place to work ranked highest at 3.767, while the employee's preference for remaining employed with the organization even if they have other employment options available ranked the lowest at 3.256. Employer Branding and Recruitment Experience show a positive correlation, with the highest (at .626) being between employer branding and the recruitment experience; both employer branding and recruitment experience are positively correlated with employee retention at .529 and .460 respectively, both significant at the .01 level. The regression model is statistically significant with an R of .555 and an R squared of .307 (meaning 30.7% of the variation in retention can be explained by this model). Employer Brand Image and Attractiveness were found to be a stronger predictor than Recruitment Experience for employee retention with a Beta value of .396 and p = .000 vs. a Beta value of .213 and p = .027.

5.2 SUGGESTIONS

Companies operating in the Information Technology (IT) sector in Tamil Nadu should also create a consistent and credible employer branding strategy. Employer branding strategies that are consistent and reliable can be influenced by two major elements: the perceptions of job seekers based on digital presence and employee testimonials. Organizations in this regard should make sure that what they communicate externally about the company matches the internal working environment of the organization. Credibility and Trust building for an organization as well as bridging the gap between the Brand Promise and Employee Experience is critical to build a strong reputation and to build credibility with its stakeholders. The organization should continually reinforce ethical HR Practices and open Communication to continue building a positive image of the organization.

Organizations should also be improving their recruiting methods as they are responsible for ensuring that the recruiting process is fair and understandable. It is important to develop a clear understanding of what a new hire can expect from an organization so that it can provide a positive work environment, which has been proven to improve retention. Structured onboarding, providing realistic job previews and developing ways to continually engage with employees after they have been hired will all contribute to a strong sense of commitment to an organization. Providing investment in employees' career advancement opportunities and long-term career development will further help organizations build employee commitment and ultimately lower turnover intentions.

5.3 CONCLUSION

The study demonstrates that employer branding is an important factor which influences recruitment perceptions and employee retention within Information Technology (IT) organizations of Tamil Nadu. A strong employer brand image, combined with a positive recruitment experience contributes to a high level of organizational commitment by employees. Statistically, it was demonstrated that employer branding as a predictor for retention is significantly more influential than recruitment experience alone. The indirect fulfillment of the research objectives are shown through the demonstration of positive effects on the recruitment process and the development of lasting commitment among employees from the use of effective employer branding. The credibility of an employer's branding creates pride and confidence in an organization while also providing a long-term assurance of career opportunities. From an overall perspective, the increased retention in the IT sector of Tamil Nadu will contribute to the stabilization of organizations, higher levels of productivity, and contribute to the state's economic growth. Therefore, strong employer branding is a strategic approach to sustainable workforce management.

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