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Impact of Employer Branding on Work-Life-balance of IT Employees in Bangalore

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ABSTRACT

The significance of work-life balance among IT employees enabled organizations to brand themselves through various benefits that will in turn increase work-life balance and employee retention. To understand the importance of it, this study focused on finding the impact of employer branding on the work-life balance among 38 respondents from various IT organizations in Bangalore. This study used a convenience sampling method to collect primary data through Google Forms. This study used a correlation test to verify if there is an influence between employer branding factors and work-life balance. This study also focused on which age group is more prone to employer-branding through work-life balance and what factors make a company attractive. Results indicate that there is an influence of work-life-balance factors by employer branding. Hence, if employers provide certain work-life-balance benefits, people are more likely to stay in the company for a longer period which will increase the efficiency and performance of the company.

Introduction

Employer Branding

The name of the company is termed to be as a brand only by their employers, stakeholders, and employees because somewhere they play the role of an influencer for the job seekers. In simpler terms, this is what job aspirants and future employees

think of you. Moreover, the way you showcase your personality/energy or your attitude at the workplace says a lot about your organization and its relationship with the existing employees and employers. People discuss other organizations often and hence organizations should be mindful in maintaining good brand value among other people and it is better not to give them chance to misjudge your company in any way. Though it is not tangible employer brand is an asset that needs constant or consistent improvement or modification according to situations.

Think about the inclusiveness of your company's recruiting and retention efforts as a matter of interaction with candidates. Every reciprocity leaves an impression with applicants and employees that shapes your employer brand and your ability to hire and hold onto brilliant people. But, if, not taken care of managing the image of the firm, it can cost you many great candidates and employees. According to LinkedIn and Corporate Responsibility Magazine Survey, that throws light upon why Employer Branding is a must.

1. 95% of candidates identify a company's reputation as a key factor while exploring new career possibilities.
2. 69% of applicants would turn down the offer if the company has a bad employer brand, even if they need a job.
3. 66% of job-seekers want to learn about the culture and values of the company.

Employee Retention

Employee Retention in simple words talks about how we retain employees in the organization for a longer run. Because to groom the new joiner in the company, the latter requires a lot of time, patience, and resources to make him or her ready for the corporate world, so that the employee can work with this for many years. And if the employee leaves his or her job, the organization gets completely at loss. But the reason behind employees leaving their job could be challenging poses by choosing or imbalance between professional life and personal life, which often turns into frustration and stress for the employee. It clearly says that Work-Life-Balance and Employee Retention are interlinked. So, if, we need to make the employees work with the organization for many more years, we need to first work upon their need for work-life balance.

Work-Life Balance

The concept of work-life balance is said to be the sharing of the situations in which an employee tries to split their time and energy for completing the work and fulfilling the family responsibilities. The challenge is to manage both work and family life efficiently without compromising anywhere. It is well known that maintaining a social life along with fulfilling the work demands becomes tough for some people. Therefore, organizations need to facilitate the work-life balance for employees so that they can feel motivated and satisfied. This facility of the organization will lead them to get more productive employees and eventually will lead to more profitability. The understanding and know-how of maintaining a perfect work-life balance will motivate the employees to take the necessary steps to achieve it, as it is beneficial for both the employees and the organizations. In contrast, an imbalanced work-life situation poses a great amount of threat to the employee as well as the organization in terms of employee's health, mental

condition, and organizations' productivity.

How Work-life Balance helps in Employer Branding?

Promoting and Encouraging the right balance between work and home or other important aspects of life will also add value to your employer brand, which will attract high-quality applicants, as well as, retain the skills of the best employees. For any organization, Employer Branding is the most basic way to promote itself. And, it can be achieved by working upon the work-life balance factor, as both are interlinked to each other.

For Example: - If I am an employee having experience of 5 years in a company and got the offer from another big-tech giant company with little higher package than a former company providing me but with all the benefits that employee needs, e.g.: - Gym memberships, family-friendly work environment, educational support, flexible office schedule, etc. but my current company is not providing me all these, then I would change my company without a second thought as it is fulfilling the factors of work-life balance or employer branding their organization.

Managers should support the employees to get the benefits and advantages of company policies. Companies that have introduced wellness programs and other benefits tend to have a stronghold on employer branding and more aspiring candidates are expected to be a part of the organization which also helps in better productivity and better profits.

PROBLEM STATEMENT

An effective employer brand communicates that the organization is a great place to work. But Employer Branding often forgets to picture that it is just promoting the person with a job description which includes some sets of skills and a career page which often reflects about the projects which employee has done or for how many years of work experience the employee holds. As, the organization thinks if we employer brand the organization with these qualities, the aspiring candidates will get attracted to the firm and their organization will be a dream company for many.

But, now, the time has been changed and any candidate who wants to start his or her journey in the corporate world or even if any experienced holder who wants to switch his or her from working in one company to another one, he or she will focus more on the perks and benefits the company offers. What I meant by Perks and benefits is the way an employee's aspiring dream company should be. In Today's world, every employee or employer wants to balance their professional life and personal life because, it is a fast-paced world and due to this, people are not getting enough time for themselves, their family, friends, or any personal growth. In the Rat Race, people are still focusing on the Salary part and often neglecting their happiness, emotional and mental health which often makes them frustrated and stressed enough which leads to lessen productivity and hampers the employee's career growth as well.

This is the problem which the IT Sector Employees are usually facing and which is a real challenge for them to achieve both the things but hence did not get enough time to deal with it. That's why, the main reason why IT Sector Employees cannot be retained for a long time and they often leave the existing company for another company as the latter company will provide the balance to them by offering them

fewer working hours, incentives, gym memberships, cab or bus facility, work from home, creche and much more. Henceforth, Employer Branding should focus more on providing their aspiring or existing employees the balance between their tight schedule of work life and personal life, with this, employees will attract to the organization and this will also result in great talent and brilliant people on board.

This is more of a temporary problem and less of a permanent problem as the organizations can work upon their employer branding aspect and gets a fair idea about the what and how it needs to be addressed because gone are the days when traditional ways were used to make the organization desirable, in the modern world, the organization needs to enhance their skills how to brand themselves for the competition in the industry.

People who are affected mainly are the employees and employers of the organizations. And particularly, People who work on Top (CEOs, Vice President, Stakeholders, President) and Middle level (Functional Heads, Employees) of management often face any challenge or problem if occurred any.

If somehow companies' policies do not get revised related to employer branding which has been connected to work-life balance, then employees will be difficult to retained and will be switching their job by applying in another organization. As IT Sector Employees are assumed to leave their current employer to work for another. The main reasons for low retention are lack of opportunities for professional growth, poor behavior, no work-life balance.

NEED FOR THE STUDY

This will help us to know the impact of employer branding on work-life balance, whether it is positive or negative. And how the work-life balance's factors affect the employee's career growth and personal growth and vice versa and how employee retention is interlinked with work-life balance. Moreover, what solutions organizations, employers, and employees take to overcome the problems or challenges faced by them. Other than salary and job security, how much work-life balance impacts productivity and employee retention. And How companies use work-life balance as a branding tool.

THEORETICAL FRAMEWORK

Conflict Theory

In present times where the work-life has become more demanding and requires more of an individual to perform their duties, arise of work-family conflict is natural. In the process of fulfilling the demands of the work, the individuals miss most of the family demands and could not fulfill them. These two roles are different but create an inter-role conflict as the role in the family works sometimes makes it difficult to participate in the roles at work (Greenhaus & Beutell, 1985). Work-family conflict was considered uni-dimensional earlier but new evidence showed that it is now bi-dimensional because work-related stuff interferes with family-related stuff and vice-versa (Frone et al, 1992). The majority of the studies in the past have focused on the degree of work interference in family affairs (Kelly et al, 2008).

Spill-over Theory

Another theory that is taken to support the present study is the spill-over theory. It

says that there is a significant impact of work-life on family life and there exist no boundaries. Whenever emotions, stress, and other work-related behavior impact the family sphere, it is said to have a spill-over effect (Edwards & Rothbard, 2000). There exist two types of spill-over effects, one is affective spill-over and the second is instrumental spill-over (Illies et al., 2009). It is said to the affective spill-over effect when the work-related behavior is transferred to the family domain and family-related emotions get transferred to work (Illies et al, 2009). While the instrumental spill-over effect is when some specific behavior gets transferred from one domain to another and impacts either positively or negatively (Edward & Rothbard, 2000; Kirschmeyer, 1992; Greenhaus & Beutell, 1985). Initially, it was indicated that “the direction of the spill-over of interference is dependent on the salience of each role to the focal person as well as the negative sanctions associated with non-compliance with each role pressure” (Greenhaus & Beutell, 1985).

RESEARCH QUESTION

Employer Branding of the organization can help it to achieve a pool of talented people, great and innovative minds by offering them a good balance between professional life and personal life. But, in this competitive world, it is difficult to provide every luxury to the employees, but if offered would result in more productivity which will eventually be brownie points to the organization as well as employee engagement will be more and would be active enough to be retained to work for a long period. If work-life balance is important to the employees then the employer must brand itself based on that. We need to know how much employer branding affects the work-life balance should be analyzed.

REVIEW OF LITERATURE:

Maurya et al. (2021) in their study attempted to assess the relationship between employer branding attraction value and perceived organizational talent management. The study found that there exists a positive relationship between the two variables and it was also found that the employer branding attraction value mediated the relationship between work-life balance and organizational talent management in the IT firms.

Tokes, (2020) in their paper highlights the purpose of this study is to analyze the employer brand identity of Cluj-based companies operating in the IT Companies for good practices which could be useful in the recruitment and retention of employees. It was examined among 110 software websites and IT Companies from Cluj-Napoca, Romania. The method of collection was combined content analysis. Results indicate the diversity of employment offers in the IT sector in Romania. The paper presents an operationalization framework for the empirical measurement of employer brand identity, also to reach out to current & future employees of the company and to highlight the company's employment benefits.

Dabirian et al. (2019) in their study attempted to develop a measuring instrument for employer branding in today's era of information. The study proposed a more comprehensive employer branding measuring instrument than it was being used in the past. This instrument has been predicted to be used by the managers to assess what the IT job seekers need and what they care about the most. The study also investigated whether the value proposition that is important for the present and

former employees of the organization will be the same for the future potential employees or not. It was concluded that it will be the same.

Sathyanarayana et al. (2018) in their study stated that the work-life balance is a crucial aspect of the present economic, cultural and social situation. For this, the study attempted to investigate factors of work-life balance. The study concluded that the determinants of work-life balance are supervisor support, work autonomy, organizational culture, family support, and self-management.

Manasa and Showry (2018) in their study investigated the relationship between the strategies that are practiced to resolve work-life balance and women employees' work-life balance in the IT industry. The study found that there is a significant relationship between both and the strategies adopted by the IT firms have a positive influence among the women employees' in managing their work-life balance.

Aidan et al. (2018) in their study stated that employer brand is very helpful in managing human capital and it also influences job satisfaction, organizational commitment, and workforce agility. The study attempted to investigate this relationship and found that employer brand has a direct and significant influence on job satisfaction, organizational commitment, and workforce agility.

Mukherjee et al. (2018) stated in their study that 21st-century digital platforms have made modern business processes rethink their operations and interactions with the stakeholders. The study investigates in what ways the digital forces are influencing the promotion of employer branding in achieving brand building, retention and organizational attachment, and so on.

Sharma and Prasad (2018) in their study attempted to explore the various dimensions of employer brand and assess their influence on candidates' intention to join the organization. The study found that the dimensions of employer brand include opportunities for growth and development, the reputation of the company, acceptance, and belongingness, work-life balance, and corporate social responsibility and ethics. These factors form the employer brand particularly for the IT sector in India.

Pandita and Singhal (2017) in their study assessed the impact of employee engagement on the work-life balance among the employees of the IT sector. It was revealed that employees valued their engagement and its influence on their personal life.

Panda and Sahoo (2017) in their study attempted to explore the precursors of work-life balance about human resource interventions in the IT sector of India. The study concluded that the factor that are significant indicators of work-life balance in the IT sector are, training and development, teamwork and communication, and financial and non-financial rewards.

RESEARCH METHODOLOGY:

The present study adopted the quantitative research design and the random sampling method was used for primary data collection. A structured e-questionnaire with 5-point Likert scale items sent to the participants via a google form. The Likert scale used in the study ranges from 1 to 5 where 1 means strongly disagree and 5 means strongly agree. The questionnaire was circulated among 50 participants and 38 were returned with their responses. Microsoft Excel was used to analyze the data and make inferences. A correlation analysis was done on employer branding and work-

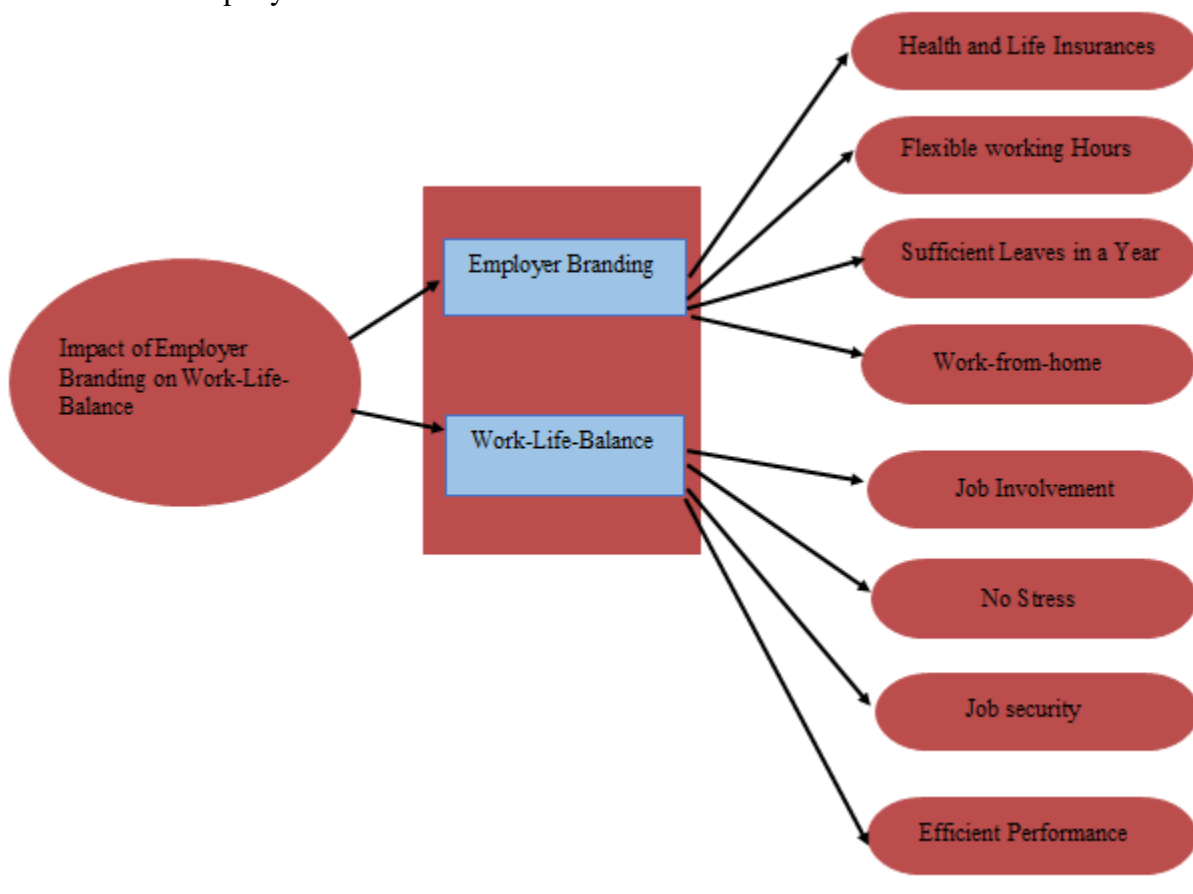
life balance to assess the influence.

Objectives:

- To assess the relationship between employer branding and work-life balance in the IT sector in Bangalore.
- To analyse which age group is more prone to employer branding through work-life balance in the IT sector in Bangalore.
- To determine employee retention by employer branding through work-life balance in the IT sector in Bangalore

CONCEPTUAL FRAMEWORK:

There are several work-life balance and employer branding components that impact each other. If the organization could provide those components, the employees would feel valued and stay longer which will be an added benefit to the company.



DEMOGRAPHIC ANALYSIS:

Variables		Frequency	Percentage
Age	<20	2	0.05%
	20-25	11	28.9%
	26-30	17	44.73%
	>30	8	21.05%
Experience	Less than 1	9	23.68
	2-5 years	13	34.21%

	5-10 years	14	36.84
	More than 10 years	2	5.2%

The research data was collected online using Google Forms. The link was circulated through all the possible social media platforms, be it LinkedIn, WhatsApp, and E-Mails. The responses were downloaded for analysis. The respondents from other than the target groups were not taken into consideration. The category of the age of participants was from less than 20 to more than 30. Geographic variables were the area in Bangalore itself. Also, the age and experience of the respondents were taken into consideration. The questionnaire included 9 questions covering other than salary, facilities like medical insurance, cab facility, flexible working hours, employee satisfaction, incentives, promotion, etc. They were applied on a sample consisting of 38 respondents which were collected from different IT sector companies. These respondents have worked in different companies and different posts in different companies. The period of filling up the application of the survey was from the 10th to the 23rd of April 2021. The survey was developed using Google forms, and further analysis was done using Dashboard analysis and correlation statistics in MS-Excel. Questions were in multiple-choice and multiple select answer-based formats. There was no right and wrong answer, but it was made to analyze various opinions and statements. After collecting the data, the percentage of each response was calculated, and the analysis was done accordingly.

DESCRIPTIVE ANALYSIS:

With the data obtained from various respondents, we were able to get the details on how employer branding and work-life balance are interconnected and how employees and employers value work-life balance, and the importance of employer branding in terms of work-life balance.

Employer Branding:

From the analysis, it is evident that the IT companies in Bangalore are focusing on employer branding by providing components that enhance work-life balance. The top three components that are considered while employer branding is Work-from-home(84.2 %), Health and life insurances(76.3 %), and flexible working hours(68.4%). These components play a major role in maintaining a balance between the personal and professional life of the employees in the organization.

Employee Retention:

Related to employee retention, it is found that respondents did not quit even though cannot maintain a work-life balance. Other factors could play a major role in employee retention by employer branding through work-life balance. However, only 18.42% of the respondents not retained when they couldn't maintain a work-life balance. 81.6% of the respondents would stay even though they couldn't maintain the work-life balance in the IT organization.

Experience and Age-Group:

On analyzing the data based on the experience, it is apparent that regardless of the no of years of experience, employees do not quit just because they are stressed and unable to maintain a work-life balance. Many other factors play a major role when comes to quitting the job. Furthermore, people between the age of 26- 30(44.76%) are more prone to employer branding through work-life balance in the IT sector.

STATISTICAL ANALYSIS:

The below hypothesis is derived to achieve the objective to assess how the relationship between employer branding and work-life balance are influenced. Since there are many factors involved, we need to know whether they positively influence altogether.

H0: There is no positive correlation among the factors with which employer branding influence the employees of the IT sector in Bangalore

H1: There is a positive correlation among the factors with which employer branding influence the employees of the IT sector in Bangalore.

VARIABLES	EMPLOYER BRANDING FACTORS
X1	Cordial Relationship
X2	Motivating Leaders
X3	Good Infrastructure
X4	Work-Life balance
X5	Flexibility at work
X6	Ability to work from home
X7	Training programs
X8	Ability to grow within the company
X9	Timely salary
X10	Company culture

	Cordial Relationship	Motivating Leaders	Good Infrastructure	Work-Life balance	Flexibility at work	Ability to work from home	Training programs	Ability to grow within the company	Timely salary	Company culture
Cordial Relationship	1									
Motivating Leaders	0.760386053	1								
Good Infrastructure	0.621685679	0.509295614	1							
Work-Life balance	0.692255153	0.631065394	0.6671047	1						
Flexibility at work	0.574288631	0.562672886	0.692820323	0.825328024	1					
Ability to work from home	0.508654107	0.374215232	0.68534019	0.69086297	0.723807335	1				
Training programs	0.530499271	0.553659462	0.505942419	0.466017404	0.663877254	0.554367444	1			
Ability to grow within the company	0.625274704	0.710274995	0.656368087	0.475021373	0.577454159	0.424015057	0.612301999	1		
Timely salary	0.757720532	0.595389444	0.692745918	0.696923971	0.647549497	0.721770635	0.517469186	0.564585325	1	
Company culture	0.688258509	0.707045059	0.624228337	0.582559475	0.655269815	0.509236717	0.599867927	0.824301442	0.74288779	1

From the above test, an analysis can be made that there is a positive correlation among the factors with which branding of employer will influence the employees work-life-balance. Hence, we can reject the null hypothesis and accept the alternative hypothesis.

FINDINGS:

- From this analysis, the understanding of work-life balance and the impact of employer branding on the work-life balance.
- From the above statistical analysis, we found that there is a strong positive correlation between employer branding variables and work-life balance.
- We got to know that not only employer branding is important but retaining the employees is equally important, so that providing employees the required facilities while being at work should be the top priority of any organization. With this, we got to know that employers brand themselves and demand the benefits apart from just salary.
- People focused more on health insurance, working from home, and hence employers are branding themselves by focusing on maintaining that balance between professional and personal life.
- Moreover, IT sectors are very well aware of what factors make employees stay in the organization for a longer period and focuses more on that like timely salary and flexible working hours.
- Another analysis we got to know is that 81.6% of employees are not likely to quit their jobs even though they cannot maintain the work-life balance when the job is stressful.
- This study further indicates that employees who are in the age group of 26-30 years are more prone to employer branding through work-life balance in IT Sector Companies.
- Also, other than just focusing on the employer branding on unnecessary factors, companies start focusing on the factors which fulfill the employee's needs and wants, so that, employees are more likely to be engaged and active in the workplace and with this, able to achieve the targets set by them in the specific period.

SUGGESTIONS:

- From the above interpretations that were conducted among the IT sector employees in Bangalore, we can clearly state that if the IT organizations do not brand themselves based on the work-life balance, the employees' performance is affected which will, in turn, lead to less employee engagement.
- As there is a positive correlation between employer branding and work-life balance, if the organization does not brand themselves according to the needs of the employee benefits like timely salary, ability to work-from-home, flexibility at work, work-life balance, and health and life insurances, employees will think twice before selecting the company.
- However, there is no significant evidence that employer branding through work-life balance is important to retain employees as there are several other factors like job satisfaction, salary benefits, etc play a vital role in employee retention.

- While choosing the organization, employer branding through work-life balance is significant. Hence from now on IT sectors should focus more on employer branding through work-life balance.

LIMITATIONS:

- This research is done based on the employees of the IT sector, Bangalore, hence the results may vary if done in other locations.
- Focused interviews were not done and forms were circulated through Google forms in which we couldn't cover the majority of respondents (convenience sampling).
- Due to the pandemic, we were unable to get data in person which is one of the reasons for a smaller number of responses.
- Also, not all levels of employees from the company were surveyed.
- This research is restricted only to the IT sector and hence, the results might vary if done for other sectors.

CONCLUSION:

This paper has highlighted the impact of Employer Branding on Work-life-balance in the IT sector, Bangalore. It insists organizations brand themselves on maintaining a proper balance between family life and the work-life of the software professionals. Furthermore, from the analysis, we can conclude that Gen Y people are more prone to employer branding through work-life balance than any other generations.

It also found that how employee retention and work-life balance are inter-linked. That is if the employer provides certain work-life-balance benefits, people are more likely to stay in the company for a longer period. Hence, it is evident for IT organizations to brand themselves through work-life balance which will reap much more benefits like efficient performance, job satisfaction, and engagement.

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