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**Effect of Employer brand on application intentions of young
business professionals in India**

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ЗАЯВЛЕНИЕ О САМОСТОЯТЕЛЬНОМ ХАРАКТЕРЕ ВЫПОЛНЕНИЯ ВЫПУСКНОЙ
КВАЛИФИКАЦИОННОЙ РАБОТЫ

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ABSTRACT

Master Student's Name	Uppala Naresh
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Master Thesis Title	Effect of Employer brand on application intentions of young business professionals in India
Description of the goal, tasks and main results the research	<p>In this research, the goal is to examine the effect of employer branding on application intention of business professional in India. The elaborated research goal is to explore how different aspects of employer branding impact job seekers' intention to apply for positions within an organization. This study aims to investigate whether a strong and positive employer brand has a significant influence on individuals' motivation and desire to submit job applications.</p> <p>To achieve this goal, the following objectives are set,</p> <ol style="list-style-type: none">1) To conduct literature review on employer branding,2) To examine the relationship between employer brand and application intentions of young business professionals in India,3) Assess the effect of social media as a moderating variable in between POF and employer brand image,4) To provide recommendations for organizations on enhancing employer branding programs to attract young business professionals. <p>The in-depth theoretical analysis on the topic was undertaken, resulting in the construction of a model encompassing employer branding dimensions, POF, Employer brand image, employer attractiveness, application intention. The empirical investigation employed a quantitative approach, utilizing a survey as the primary means of data collection for testing the proposed model.</p> <p>The results of regression analysis, based on the answers of 104 respondents showed that there is positive effect in between several variables: (1) employer brand dimensions and POF, (2) POF and employer brand image, (3) employer brand image and employer attractiveness, (4) employer attractiveness and application intention. The model also indicated that social media mediates the relationship between (1) POF and employer brand image.</p>
Keywords	Employer brand, Person organization fit, employer attractiveness, application intention. Social media.

АННОТАЦИЯ

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Название ВКР	Влияние бренда работодателя на намерения о трудоустройстве молодых бизнес-профессионалов в Индии
Описание цели, задач и основных результатов исследования	<p>Цель этого исследования состоит в том, чтобы изучить влияние брендинга работодателя на намерение бизнес-профессионала подать заявку в Индии. Цель разработанного исследования состоит в том, чтобы изучить, как различные аспекты брендинга работодателя влияют на намерение соискателей претендовать на должности в организации. Цель этого исследования - выяснить, оказывает ли сильный и позитивный бренд работодателя существенное влияние на мотивацию и желание людей подавать заявления о приеме на работу.</p> <p>Для достижения этой цели ставятся следующие задачи,</p> <ol style="list-style-type: none">1) Провести обзор литературы по брендингу работодателя,2) Изучить взаимосвязь между брендом работодателя и намерениями молодых бизнес-профессионалов в Индии подать заявку,3) Оцените влияние социальных сетей как сдерживающей переменной между РОФ и имиджем бренда работодателя,4) Предоставить рекомендации организациям по совершенствованию программ брендинга работодателей для привлечения молодых бизнес-профессионалов. <p>Был проведен углубленный теоретический анализ по данной теме, в результате которого была построена модель, охватывающая аспекты брендинга работодателя, РОФ, имидж бренда работодателя, привлекательность работодателя, намерение подать заявку. В эмпирическом исследовании использовался количественный подход, с использованием опроса в качестве основного средства сбора данных для тестирования предложенной модели.</p> <p>Результаты регрессионного анализа, основанные на ответах 104 респондентов, показали, что существует положительный эффект между несколькими переменными: (1) размерами бренда работодателя и РОФ, (2) РОФ и имиджем бренда работодателя, (3) имиджем бренда работодателя и привлекательностью работодателя, (4) привлекательностью работодателя и намерением подать заявку. Модель также показала, что социальные сети</p>

	опосредуют взаимосвязь между (1) РОФ и имиджем бренда работодателя.
Ключевые слова	Бренд работодателя, соответствие человека организации, привлекательность работодателя, намерение подать заявку. Социальные медиа.

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➤ Introduction:

Organizations are using branding as a strategic tool in regular business environment. Although brands and branding are not new ideas, organizations are applying them to more diverse areas, where the role of branding is becoming increasingly important (Wentz & Suchard, 1993). Branding is “the process of developing an intended brand identity” (Kotler & Lee, 2008, p. 215). Branding is often used to differentiate products and companies in order to build economic value for both the consumer and the company. It is concerned with the attraction, engagement and retention initiatives targeted at enhancing a company’s employer brand. Employer branding is a relatively new approach toward recruiting and retaining the best possible human talent within a recruiting environment that is becoming increasingly competitive.

In today's highly competitive job market, organizations are faced with the challenge of attracting and retaining top talent. To remain successful, companies must be able to effectively communicate their value propositions and distinguish themselves from their competitors. One way to achieve this is by cultivating a strong employer brand, which has emerged as a critical factor in attracting prospective employees and fostering application intentions. The purpose of this research is to investigate the effects of employer brand on application intentions of young business professionals in India.

➤ Research motivation:

War for talent has become a strategic business challenge for companies in attracting and retaining employees (Price and Turnbull 2007). During the war for talent, one of the major tactics is creating employer brand. Due to this prospect employees around the world would like to join the companies. As Richard Branson said, “Clients do not comes first, Employees comes first” If a company not able to attract employees, it can be one of dis advantage for the company to attract customers.

The motivation for this research stems from the growing recognition of the employer brand, which plays key role in influencing job seeker’s application intentions. Many researches like karnica tanwar & amresh kumar (2018), Bhatnagar & Srivastava (2008) & Ruchika Sharma and Asha Prasad (2018) has established that employer brand positively impacts recruitment outcomes; however, there is still much to uncover about the specific dimensions of employer

brand that drive application intentions. By examining these dimensions, this study aims to contribute to the existing literature on employer branding and offer practical recommendations for organizations seeking to strengthen their talent acquisition strategies. This research endeavor aims to delve deeper into the realm of employer branding, uncovering its underlying mechanisms and shedding light on its potential to drive organizational excellence.

The motivation behind this research stems from the realization that a strong employer brand not only attracts exceptional talent but also cultivates a high-performance culture that fuels innovation, productivity, and employee engagement. By exploring the nuances of employer branding strategies, this study seeks to unravel the various factors that contribute to the creation of a compelling employer brand and their subsequent effects on organizational outcomes.

Furthermore, in an era where the workforce is becoming increasingly diverse, understanding how employer branding practices impact diversity and inclusion efforts is of paramount importance. This research aims to explore how employer branding can be leveraged to attract and retain diverse talent, creating an inclusive and equitable workplace where individuals from all backgrounds can thrive and contribute their unique perspectives.

By delving into the research on employer branding, this study also aims to identify best practices, emerging trends, and innovative strategies that organizations can adopt to strengthen their employer brand. Through comprehensive analysis and empirical evidence, we aim to provide practical insights and recommendations that organizations can implement to enhance their employer branding efforts and gain a competitive edge in the talent marketplace.

And also the moderating effect of social media will be discussed. Because social media acting as a platform, and which is helping the companies to promote.

Ultimately, this research strives to contribute to the existing body of knowledge on employer branding by providing a deeper understanding of its impact on organizational performance, employee engagement, and diversity and inclusion initiatives. By shedding light on the intricacies of employer branding and its potential to shape organizational excellence, we hope to inspire organizations to invest strategically in their employer brand and unlock the full potential of their workforce.

➤ Research gap:

Bhatnagar & Srivastava 2008 research resulted the link between POF and Employer brand, this research helps to determine the importance of POF in increasing the visibility among prospective employees. But it only helped to identify the relationship between POF and employer brand. There recommendations suggest that there is a scope to analyze more the dimensions of employer branding.

According to Cable and Judge, 1996; Carless, 2005 researcher's views, the person-organization fit has been analyzed as an influence on recruitment outcomes such as the intention to pursue (a job in the organization). The research suggested that there is a scope to analyze the influence of employer brand on application intention. This present study will examine the impact of employer brand on application intention, an area that has been neglected in the past.

As per the survey conducted by EB International in 2015, social media is the most popular channel for communicating details about the employer brand. A few studies in the past have studied the role of social media in promoting the employer brand (Madera, 2012; Sivertzen et al., 2013), but Madera, 2012 mentioned that there is dearth of studies focusing on the utilization of social media in the context of employer branding and EOC. Schein and Diamante (1988) research explained that, individuals are attracted to organizations based upon the congruency between their own personality and that of the organization. This congruency can be achieved with the help of social media, which can communicate organizational values to employees. Thus, the present study will help fill the research gap by testing the role of social media as a moderator that may impact the strength of the relationship between the person-organization fit and employer brand image.

And also the research between POF and employer brand by karnica tanwar & amresh kumar 2018, that research was limited to Capital region of India (Delhi) which is not representing the whole India's analysis and it was mainly focused relationship between POF and employer of choice. There is a scarcity of research in relationship between employer brand, POF and application intention. Past studies Devina 2016 studied about the employer brand and traditional outcomes such as job pursuit intentions (application intention). But in this study social media not

acted as moderating variable. Dmitry Kucherov and Ekaterina Zhiltsova 2020, studied the relationship between employer brand and application with help of social media as moderator. But that study is limited to FMCG companies only in Russia.

Ruchika Sharma and Asha Prasad 2018 analysis mentioned that the expectations of Indian students may also be different from those studying in foreign universities. The universities considered for their study were limited to central, state and deemed universities of India, so results for prestigious institutions of India differs.

Based on the above mentioned reasons and gaps found in previous researches, this study helps to make a connection between employer brand and application intention. And with the social media as a moderator. This study in India can discover the findings from business professionals of top institutions. This study helps to analyze the unexplored areas and can result better understanding.

➤ Research goal:

In this research, the primary objective is to examine the effect of employer branding on application intention of business professional in India. Employer branding refers to the perception and reputation of an organization as an employer, encompassing factors such as its values, culture, employee benefits, career development opportunities, and overall image.

The specific research goal is to explore how different aspects of employer branding impact job seekers' intention to apply for positions within an organization. This study aims to investigate whether a strong and positive employer brand has a significant influence on individuals' motivation and desire to submit job applications.

To achieve this goal, the research done by conducting surveys to collect data from a representative sample of job seekers. The research will focus on assessing the perceived attractiveness of an organization as an employer, the alignment between job seekers' values and

the organization's values, the influence of employer branding on job seekers' perception of job quality, career prospects, and overall job satisfaction.

The findings of this research will contribute to the existing literature on employer branding by providing empirical evidence of its impact on application intention. The insights gained from this study can assist organizations in understanding the importance of cultivating a strong employer brand and adopting effective strategies to attract and retain top talent. Additionally, job seekers can benefit from understanding how employer branding influences their decision-making process when considering potential employers.

Overall, the research goal is to deepen our understanding of the relationship between employer branding and application intention, thereby informing both organizations and job seekers about the factors that contribute to successful recruitment and selection processes.

➤ Research objectives:

The objectives of this research are as follows:

- 1) To conduct literature review on employer branding,
- 2) To examine the relationship between employer brand and application intentions of young business professionals in India,
- 3) Assess the effect of social media as a moderating variable in between POF and employer brand image,
- 4) To provide recommendations for organizations on enhancing employer branding programs to attract young business professionals.

➤ Research questions:

In this study the following two research questions formulated,

- 1: How employer brand dimensions relate to application intention
- 2: How social media moderates the relationship between employer brand dimensions and application intention.

Chapter 1

1.1 Theoretical background on employer brand, POF, employer attraction and application intention:

From organizational companies view, the conventional selection process mostly concentrated on work oriented findings and finding set of knowledge, skills and abilities required for in role behavior. Now a days researches and organizations looking beyond the job to identify extra role behavior. The conventional model of selection is shifted to organizational compatibility. Which required a fit between individual's belief, personality and values and organization's culture, norms and values. (Bhatnagar and Srivastava, 2008).

The term "employer brand" was first coined by Ambler and Barrow (1996) and has since garnered increasing attention from both academics and practitioners. Employer brand, which is a concept rooted in marketing and organizational behavior theories, and it is defined as the perception of an organization as an employer, held by both internal and external stakeholders (Backhaus & Tikoo, 2004). Companies have long recognized the importance of a brand as an important asset to attract talented workers. A lot of attention has been devoted to the brand as a tool for attracting and retaining customers. When this concept is applied to HR management to attract potential employees, it is called employer branding (Backhaus and Tikoo, 2004). Previous research has argued that employer brand helps in positioning the firm in the minds of potential employees as a EOC (Branham, 2001; Rampl, 2014). Lievens (2007) explained that becoming an EOC starts with the development of the value proposition and the promotion of specific promises internally and externally. These two key notions of value propositions and promises are promoted by the employer brand (Backhaus and Tikoo, 2004).

To understand the concept of employer brand and its impact on application intentions, it is crucial to explore the underlying theories and key constructs that form the basis of this phenomenon. Organizations utilize employer brand as a strategy to attract and retain employees (Backhaus & Tikoo, 2004). It is a best strategy for companies, which can give competitive advantage with other companies. Employer branding is a way of communicating with future employees and present employees, that our company is the best place to work (Llyod, 2002).

With strong employer branding organizations get many advantages like, the cost required for employee acquisition will be decreased, Employee retention rate improvement, employee involvement with company, organizations can offer less salaries compared to weak employer brand companies etc. (Ritson, 2002). This employer brand can be achieved by offering different functional, organizational, economical and psychological benefits to the employees such as appropriate salaries, good working culture, recognition and appreciation etc. (Amber and Barrow 1996).

The next observation in our study is Person Organization Fit (POF). The POF stated as it is a fit between an employee's beliefs, values and culture on one hand, and the employer's image on the other hand (Lauver and Kristof-Brown, 2001). Person-Organization Fit (P-O Fit) refers to the compatibility between an individual and an organization based on shared values, beliefs, and goals (Kristof, 1996). P-O Fit has become an essential consideration in the recruitment process, as a strong fit between employees and their organization is associated with higher job satisfaction, engagement, performance, and retention (Cable & DeRue, 2002; Piasentin & Chapman, 2006). The P-O Fit creates an impression in the applicant's mind, this organization is best suitable place for me.

The research done by Vroom (1966) on organization attraction in which it was considered as the function of instrumentality perception. After many years, Singh (1973) applied information integration theory to assess the organization choice, using a single item to analyze the likelihood of a candidate to accept a job offer (How much would you like to accept this job?). If these items use it properly, they reflect both the general attraction of an organization and accordingly the candidate's intent to join. The research done by Highhouse et al. (2003), stating that organizational attractiveness is used as assessment of organization pursuit. Under his study, intent to join has been classified into three categories – organizational attractiveness, organizational prestige and candidates' intent to pursue an employer. And also Chapman et al. (2005) derived a relationship between organization attractiveness and candidate's decision of job pursuit, acceptance and job choice.

Research done by Agrawal and Swaroop (2009) resulted that, dimensions of the employer brand are positively related to the job seeker's application intentions. From this we can understand that, employer brand helps to increase the application intention among the potential applicants.

1.2 Hypothesis development:

1.2.1 Employer brand and Person organization fit (POF):

Employer Brand;

Miles and Mangold (2004) argued that the key element for the organization's effective Employer Brand is an understanding of the relationship between an organization and its employees. To explain this relationship and to explain its importance in the context of Employer Brand, they turned to the theory of psychological contracts. And also, Backhaus and Tikoo (2004) defined Employer Brand is a set of beliefs regarding an exchange agreement between an individual and the organization. According to this theory, an employee's perception and response to the employment experience is greatly influenced by his prior expectations (Maxwell, 2010).

Berthon et al. (2005) analysis scheme of five measurements of employer brand that are applicable to employees. Which are, Interest Value, Social Value, Economic Value, Development Value and Application Value.

Interest Value, which is a perception that an organization conveys an encouraging and enthusiastic workplace and uses the creativity of its employees to develop the effective products and services.

Social Value explains the degree to which the organization offers the employees a friendly, supportive and pleasant working environment and promotes friendly organizational culture.

Further, Economic Value is based on the perception that the organization provides its employees above-average remuneration, job security, incentives and bonuses.

Development Value implies the degree to which an employer acknowledges the accomplishments of his employees and gives career-enhancing experiences that act as a commencement for future employment.

Finally, Application Value is the perception that the employer offers employees the chances to apply their knowledge and skills at work and teach others through training, coaching and mentoring opportunities.

In this study 4 dimensions are adopted from Karnica Tanwar & Amresh Kumar 2018, which are 1. work culture, 2. salary and incentives, 3. ethics and CSR and 4. diversity. In which three dimensions are developed by Berthon et al (2005). Which helps as instrument to measure employer brand.

Person – Organization Fit (P-O Fit):

To understand the concept of P-O Fit, it is necessary to delve into the theories and key constructs that underpin this phenomenon. To explain the level of matching between employees and employers, POF is helpful. And it helps to research the employer brand (Christiaans, 2013).

Prospective employees compare the organization's brand image and match with their own values, beliefs and personalities. The strong employer brand organizations have all the best attributes present which every prospective employee wants, so the stronger employer brand best fit with the prospective employees (Srivastava and Bhatnagar, 2010).

Employer brand dimension's communicate organization values to its prospective employees. Which in turn develop a fit between prospective employees and organization (Parmar, 2014).

This literature presented above, and Parmar 2014 analysis can lead us to formulate our first hypothesis,

H1: Dimensions of employer brand positively relate to person-organization fit.

Work culture & POF:

Organizational culture refers to the shared values, beliefs, and norms that shape the way employees interact, make decisions, and work within an organization. A positive organizational culture that fosters collaboration, innovation, and diversity can significantly enhance an organization's employer brand and encourage job seekers to apply.

Work culture dimension explains the friendly relationship between co-workers, flexible working hours and job security. Previous researchers suggest that individuals likely to attract towards the organizations with friendly working culture. A study conducted by Firfiray and Mayo (2017) found that, job seekers are more likely to attract towards the organizations with friendly working hours and good work life balance. A study by Kerry Schofield (2013) showed that, the fit between co-workers and supervisors are important.

Thus, the following hypothesis is developed,

H1a: Work culture is positively related to P-O Fit.

Salary and incentives & POF:

Salary, which is an important job attribute and brand dimension. The organizations offer good salaries and benefits can develop a person organization fit. (Cable and Judge, 1994). Employees relate themselves with the organizations whose salaries and benefits are good. And also, employees fit well with the organizations have good salaries (Cable and Derue, 2002). When the employee's necessary needs fulfill, the fit will be improved. Thus, the following hypothesis developed,

H1b: Salary and Incentives are positively related to P-O Fit.

Diversity:

Previous research done by Lovelace and Rosen, 1996; Verquer et al., 2003 showed that, diversity positively related to the person organization fit and application intentions. Previous research done by Makraiova et al. (2014) resulted that, diversity in the organization is very important for creating fit between employees and organization. Trank et al., 2002 research resulted that, applicants with high skills and abilities are most likely to attract towards the

organizations which are having more diversity. Based on this previous research the following hypothesis is formulated,

H1c: Diversity is positively related to P-O Fit.

Ethics & CSR:

CSR represents an organization's commitment to ethical behavior, social responsibility, and environmental sustainability. Job seekers, particularly millennials and Generation Z, place a high value on CSR when evaluating potential employers. By demonstrating a commitment to CSR initiatives, organizations can strengthen their employer brand and drive application intentions.

Previous research done by Valentine et al., 2002; Kim and Park, 2011; Kim et al., 2013 explained, Ethics and CSR dimensions of organization can improve the attractiveness of organization for employees. And also it creates a positive environment within the organization, employees freely communicate with HR department and senior officials.

Research done by Ambrose et al. (2008) suggested that ethics and CSR helps the organizations to fit well with person – organizations. Based on the above findings, the following hypothesis is formulated,

H1d: Ethics and CSR are positively related to P-O Fit.

1.2.2 Person – Organization Fit & Employer brand image:

Research done by Backhaus and Tikoo, 2004 explained that potential employees compare the organization's image with their own needs, personality, and values. When a potential employee's needs, personality, and values fit with the organization's image, the organization becomes attractive for this person (Schneider, 1987; Cable and Judge, 1996; Judge and Cable, 1997, all in Backhaus and Tikoo, 2004). Foster et al. (2010) also argued that the employer brand is able to attract employees whose values and culture fit those of the organization. Thus, the employer brand helps employees to decide whether they fit into an organization with respect to

their values and personal skills or not. It helps increase their person-organization fit, and they perceive that their values and abilities match those of the organization's values and demands.

Bauer, T. N., & Aiman-Smith, L. (1996) research found that the alignment between person-organization fit and employer brand image mediates the relationship between employer brand image and application intentions. Cable, D. M., & Turban, D. B. (2001) research found that, the Person-organization fit positively influences job seekers' perception of the employer brand image.

Based on the above literature and statements of Cable, D. M., & Turban, D. B. (2001), Bauer, T. N., & Aiman-Smith, L. (1996) the following hypothesis is developed,

H2: POF positively relates to employer brand image.

1.2.3 Social media effect on employer brand image:

Social media is an influential tool for attracting potential employees (Cappelli, 2001). Organizations use social media as a platform for advertising the benefits they provide to the employees like good salary, incentives, career development programs and trips etc. Social media network sites include LinkedIn, Facebook, Instagram and YouTube (Kaplan and Haenlein, 2010). These networking sites help the organizations to advertise job openings and improve branding. This is a fast and cost - effective method, which helps to reach many audiences around the world (Hull, 2011). Backhaus and Tikoo (2004) argued that organizations must provide useful information to the future employees, so that they can identify themselves as a perfect fit with the organization. These social media networking sites help to promote the brand dimensions to improve the brand image.

Collins and Stevens (2002) research observed that the impression of an organization could be improved with the help of easily available information through job vacancy ads on internet sites. Davison et al., 2011 stated that social media can also be useful to attract potential employees. Because of the development and usage of social media in recruiting and employer branding campaigns, researchers found that it is important to assess the way of using social media and how does it work.

Based on these arguments above and statement of Backhaus and Tikoo (2004) the following statement is generated,

H3: Social media presence moderate relationship between Person – Organization Fit and employer brand image.

1.2.4 Employer brand image, Employer attractiveness & Application intention:

Ehrhart and Ziegert (2005) defined employer attractiveness as the perceived benefits of a job in an organization, i.e. an employing organization is seen as attractive when it does its best to make potential candidates consider it a good place to work.

With the concept of employer branding, the concept of employer attractiveness emerged, which developed from the need for employer branding strategies to make the organization more attractive. The more attractive the organization is to work for, the better its employer branding will be (Berthon et al., 2005).

The concepts of employer branding and employer attractiveness are similar, but there are differences. Employer attractiveness developed from the communication and brand of the organization, the recruitment processes and the characteristics of the function, while employer branding is a marketing tool its purpose is to highlight the attractive characteristics of the organization, and also to increase the interest of potential candidates and for them to see it as a crucial choice (Berthon et al., 2005).

Hence employer attractiveness is a form of strategic management to reduce the costs of the recruitment, selection and retention processes (Cordes and Vogel, 2022).

The employer brand image generates the basis for their attractiveness, though their perceptions are still influenced by their general impressions of the corporate image (Gatewood et al, 1993; Lemmink et al, 2003). The importance of an employer brand is expressed by its ability to attract potential applicants, which means the attractiveness of the employer for jobseekers. In

turn, organizational attraction is a key antecedent of application intentions (for example, Turban and Greening, 1997; Collins and Stevens, 2002). Thus, we formed the following hypotheses,

H4: Employer brand image positively relates to the employer attractiveness.

Barber and Roehling (1993) suggested that the intention to apply for a job offer is related to personal interest. Cable and Judge, 1994; Roberson et al., 2005 identified three types:

- (1) intention to apply for a job offer (personal desire and intent to submit action to a job offer),
- (2) intention to pursue a job (the intention to actively pursue a job or remain on the list of candidates for an offer), and
- (3) the intention to accept a job (the likelihood that a candidate will accept a job offer if offered).

Highhouse et al. (2003) explored candidate intentions in a recruitment process and identified three components:

- (1) attractiveness of the organization,
- (2) intentions towards the organization, and
- (3) prestige of the organization.

Other studies (Lievens and Highhouse, 2003; Kumari et al., 2020; Sivertzen et al., 2013; Turban and Greening, 1997). Showed that the attractiveness, organization image and reputation of an organization can significantly influence, positively or negatively, the intention to apply for a job offer.

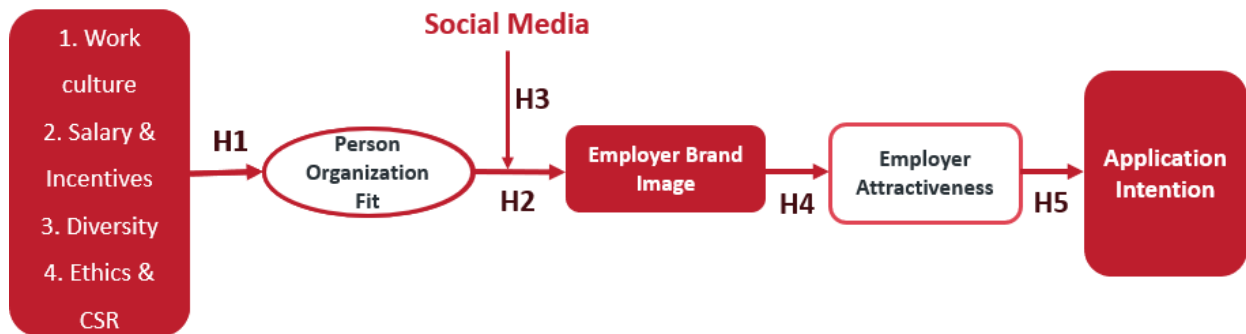
Leekha Chhabra and Sharma (2014) studies showed that students have special preference towards specific organizational attributes such as organizational culture, compensation and brand name of the company. Their analysis resulted that job portals are the most preferred channel for building employer attractiveness. They also found that there exists a significant and positive relationship between employer brand image of the company and candidate's likelihood to apply. The study of Khan (2017), in-depth analysis of the survey conducted resulted that employer attractiveness is positively associated with the candidate's intent to apply for a job.

Based on above literature and statement of Khan 2017, the following hypothesis developed.

H5: Employer attractiveness positively relates to Application Intention

1.2.5 Research model:

Based above mentioned hypothesis, the following research model design is created.



Chapter 2

2.1 Research methodology:

This study research analysis will be conducted in quantitative study nature. Quantitative analysis offers several advantages in research and data analysis. Here are some key advantages:

Objectivity and Replicability: Quantitative analysis provides an objective and systematic approach to data analysis. It involves numerical measurements and statistical techniques, reducing the potential for subjective interpretation. The use of standardized methods allows for replicability, enabling other researchers to verify and build upon previous findings.

Generalizability: Quantitative analysis allows for generalizability of findings. By collecting data from a representative sample and using statistical techniques, researchers can make inferences about a larger population. This enhances the external validity of the research and enables researchers to draw conclusions that can be applied to broader contexts.

Precision and Accuracy: Quantitative analysis provides precise and accurate results. It involves the use of numerical data, statistical tools, and techniques that minimize bias and errors. This precision allows for more accurate estimation, prediction, and hypothesis testing.

Data-driven Insights: Quantitative analysis enables researchers to derive insights and patterns from large datasets. Statistical analysis helps identify trends, relationships, and correlations among variables, providing a deeper understanding of the data. It allows researchers to uncover patterns that might not be apparent through qualitative methods alone.

Quantification and Measurement: Quantitative analysis enables researchers to quantify variables and measure their relationships. It allows for the identification of numerical values, such as frequencies, proportions, means, and standard deviations. This enables researchers to measure and compare variables, making it easier to detect differences and draw conclusions.

Efficient and Time-Saving: Quantitative analysis can be more efficient and time-saving compared to qualitative methods. With the use of technology and statistical software, researchers can analyze large datasets quickly and efficiently. This is particularly useful when dealing with a large sample size or complex statistical analyses.

Statistical Control: Quantitative analysis allows researchers to control for confounding variables and isolate the effects of specific factors of interest. Through statistical techniques such as regression analysis, researchers can control for various variables simultaneously, ensuring that the effects being examined are not influenced by other factors.

Objectivity in Decision-Making: Quantitative analysis provides a solid foundation for decision-making. It allows for evidence-based decision-making by providing numerical data, statistical significance, and confidence intervals. This helps in making informed and objective decisions in various fields, including business, finance, healthcare, and policy-making.

Overall, quantitative analysis offers numerous advantages, including objectivity, replicability, generalizability, precision, data-driven insights, efficiency, statistical control, and objectivity in decision-making. These advantages make it a valuable tool in research and data analysis across various disciplines.

2.1.1 Sample:

In the present study, students enrolled in Management program at top 3 business schools of India (Considered by Government of India rankings and IIRF rankings) were selected as respondents. Those institutions are Indian Institute of Management – Ahmedabad, Indian Institute of Management – Calcutta, and Faculty of Management Science – Delhi. (<https://iirfranking.com/ranking/top-mba-colleges-in-india>). All the participants in the study were seeking full-time jobs. The reason as to why B-school students were selected for the study was that they are highly sought after by various organizations during campus placements. Further, students are considered as primary target groups for organizations interested in attracting skilled employees. The students selected as respondents were asked to share their opinions about the top 3 software employers based on NAASCOM report. These companies are 1) Wipro, 2) Infosys, 3) Tata Consultancy Services (TCS). (<https://indiancompanies.in/top-10-it-company-in-india/>).

Research importance of business professionals in India:

The application intention among business professionals in India can vary based on several factors, including industry, organization size, job role, and individual experiences. However, certain common perceptions can be observed within this group:

Job Security: Job security is often highly valued by business professionals in India. Many individuals seek stable and secure employment, especially in a country where job market volatility and economic uncertainties can be significant. Professionals often prioritize organizations that offer long-term career prospects and a sense of stability.

Career Growth Opportunities: Business professionals in India typically place a strong emphasis on career growth and advancement. They value organizations that provide opportunities for skill development, training, and promotions. Professionals are keen to work in companies that offer clear career paths and allow them to progress in their chosen field.

Work-Life Balance: Achieving a healthy work-life balance is a growing concern among business professionals in India. With the increasing demands of modern work environments, professionals are looking for organizations that offer flexible work arrangements, family-friendly policies, and support for personal well-being.

Compensation and Benefits: Compensation is an important factor for business professionals in India. While salary expectations can vary across industries and job roles, professionals generally seek competitive compensation packages that include not only a fair base salary but also additional benefits such as health insurance, retirement plans, and performance incentives.

Organizational Culture: The perception of organizational culture plays a significant role in job satisfaction among business professionals. Professionals often value companies that foster a positive work environment, encourage teamwork, provide opportunities for collaboration, and promote open communication between employees and management.

Ethical Practices: The importance of ethical practices is increasingly recognized by business professionals in India. They seek organizations that demonstrate integrity, transparency, and a commitment to ethical business conduct. Professionals are often drawn to companies that prioritize corporate social responsibility and sustainable practices.

Diversity and Inclusion: Diversity and inclusion are gaining prominence as important considerations for business professionals in India. Professionals seek organizations that value diversity, provide equal opportunities for all employees, and foster an inclusive and respectful work environment that celebrates different perspectives and backgrounds.

It's important to note that these application intentions can vary among individuals and are influenced by personal preferences, career aspirations, and cultural factors. Additionally, the rapidly evolving business landscape and changing workforce dynamics may contribute to shifts in job perceptions over time.

Based on the different regions, culture, languages, education, economic situations of business professionals, it's very important to analyze the effect of employer brand on business professional's application intention.

Research importance of software companies in India:

Employer branding holds significant importance for software companies in India. Here are some key reasons why it is crucial for software companies to invest in building a strong employer brand:

Attracting Top Talent: In the highly competitive software industry, attracting and retaining top talent is crucial for success. A strong employer brand helps software companies stand out and become an employer of choice. It attracts skilled professionals who are seeking challenging and rewarding opportunities. By showcasing a positive employer brand, software companies can position themselves as desirable workplaces, increasing their chances of attracting the best talent in the industry.

Retention and Employee Engagement: A strong employer brand contributes to higher employee retention rates and increased engagement. When software professionals perceive their organization positively, they are more likely to stay with the company, reducing turnover costs.

Moreover, an attractive employer brand fosters a sense of pride and commitment among employees, leading to higher levels of engagement, productivity, and loyalty.

Competitive Advantage: Software companies operate in a highly competitive market. A compelling employer brand can give them a competitive edge over other companies vying for the same talent pool. It helps differentiate the company from competitors, showcasing its unique culture, values, and benefits. A positive employer brand can become a key factor for software professionals when considering job opportunities, giving the company an advantage in attracting top candidates.

Building a Talent Pipeline: A strong employer brand enables software companies to build a robust talent pipeline. When the company is perceived positively, it attracts not only active job seekers but also passive candidates who may be interested in future opportunities. By establishing a reputation as a desirable employer, software companies can create a pool of potential candidates for future recruitment needs, reducing the time and resources spent on talent acquisition.

Enhancing Customer Perception: A positive employer brand can positively influence customer perception and relationships. Clients often associate the quality of a software product or service with the capabilities and expertise of the company's employees. A strong employer brand conveys professionalism, competence, and innovation, instilling confidence in clients and strengthening business partnerships.

Employee Advocacy and Referrals: An appealing employer brand encourages employee advocacy and referrals. When employees have a positive perception of their organization, they are more likely to speak positively about it, both internally and externally. Satisfied employees become brand ambassadors, promoting the company's reputation and attracting potential candidates through referrals.

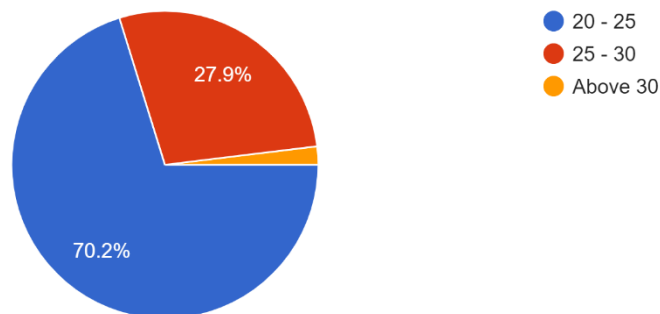
Continuous Learning and Growth: Software professionals value organizations that provide opportunities for continuous learning and career growth. A strong employer brand helps

software companies showcase their commitment to employee development, training programs, certifications, and career advancement opportunities. This attracts professionals who are eager to enhance their skills and advance their careers within a supportive and growth-oriented environment.

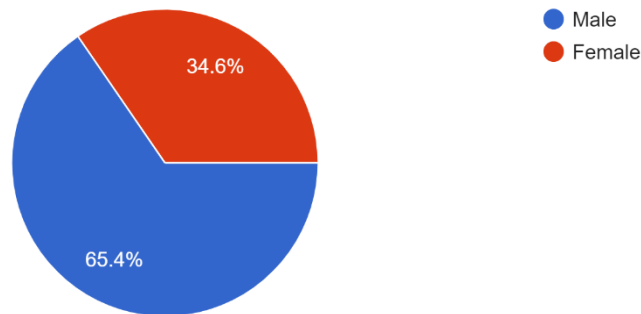
In summary, a strong employer brand is vital for software companies in India as it helps attract top talent, enhance retention rates and employee engagement, provide a competitive advantage, build a talent pipeline, enhance customer perception, stimulate employee advocacy, and demonstrate a commitment to continuous learning and growth. Investing in employer branding can yield long-term benefits, enabling software companies to thrive in the dynamic and highly competitive industry.

The students were asked to answer the questions while keeping that organization in mind. The questionnaires were distributed among approximately 400 students, out of which 104 students willingly filled up the questionnaire. Among the respondents, 70 per cent were in the 20–25 year age group and 28 per cent were in the 25–30 year age group. In which men respondents are 65%, women respondents are 35%. Within the total responses, 32% responses came from IIM Calcutta, 32% responses came from FMS Delhi, and 36% responses came from IIM Ahmedabad.

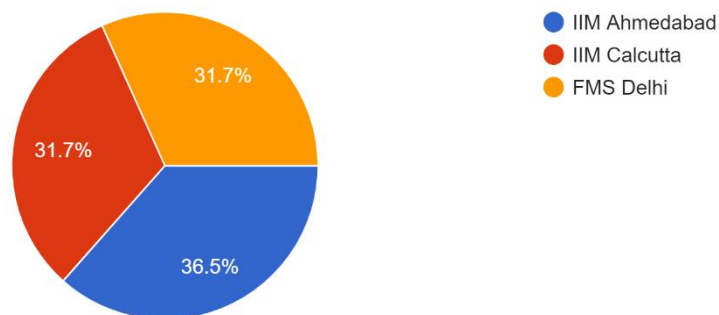
Age
104 responses



Gender
104 responses



Your Institution
104 responses



2.1.2 Instrument development & Measurements:

The survey took into consideration the following set of variables.

Employer brand dimensions, Person – organization fit & social media: Questions or scales are adopted from Karnica Tanwar and Amresh Kumar (2018) in order to develop a measurement instrument for the employer brand dimensions, POF and social media.

Employer brand image, employer attractiveness, & application intention: Questions or scales are adopted from Kissel and Buttgen (2015) in order to develop a measurement instrument for the Employer brand image, employer attractiveness and application intention.

The measures were administered in English. For all measures, respondents rated their agreement with each statement using five-point Likert-type scale (1 - strongly disagree; 5 - strongly agree) for the 3 software Indian companies.

Source	Example of item	Number of items	Scale
Karnica Tanwar & Amresh Kumar (2018)	Employer brand dimensions	8	five-point Likert-type scale (1 - strongly disagree; 5 - strongly agree)
Karnica Tanwar & Amresh Kumar (2018)	Person – organization fit	3	five-point Likert-type scale (1 - strongly disagree; 5 - strongly agree)
Karnica Tanwar & Amresh Kumar (2018)	Social media	3	five-point Likert-type scale (1 - strongly disagree; 5 - strongly agree)
Kissel and Buttgen (2015)	Employer brand image	2	five-point Likert-type scale (1 - strongly disagree; 5 - strongly agree)
Kissel and Buttgen (2015)	employer attractiveness	2	five-point Likert-type scale (1 - strongly disagree; 5 - strongly agree)
Kissel and Buttgen (2015)	application intention	3	five-point Likert-type scale (1 - strongly disagree; 5 - strongly agree)

Chapter 3

3.1 Data analysis:

3.1.1 Reliability and Validity analysis:

Joppe (2000) defines reliability as:

To which extent results are consistent over a time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable.

Joppe (2000) provides the following explanation of what validity is in quantitative research:

Validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull's eye" of your research object? Researchers generally determine validity by asking a series of questions, and will often look for the answers in the research of others.

WIPRO:

		x1	x2	x3	x4	x5	x6
BrandDimentions Wipro	x1	1					
POF Wipro	x2	,857** <,001 97	1				
BrandImage Wipro	x3	,864** <,001 97	,772** <,001 97	1			
SocialMedia Wipro	x4	,722** <,001 97	,700** <,001 97	,705** <,001 97	1		

EmployerAttraction Wipro	x5	,892** <,001 97	,799** <,001 97	,935** <,001 97	,652** <,001 97	1	
ApplicationIntention Wipro	x6	,866** <,001 97	,773** <,001 97	,810** <,001 97	,602** <,001 97	,848** <,001 97	1 97

Intercorrelations among variables of Wipro

INFOSYS:

		x1	x2	x3	x4	x5	x6
BrandDimentions (Infosys)	x1	1					
POF (Infosys)	x2	,762** <,001 97	1				
BrandImage (Infosys)	x3	,843** <,001 97	,724** <,001 97	1			
SocialMedia (Infosys)	x4	,607** <,001 97	,693** <,001 97	,602** <,001 97	1		
EmployerAttraction (Infosys)	x5	,849** <,001 97	,758** <,001 97	,914** <,001 97	,563** <,001 97	1	
ApplicationIntention (Infosys)	x6	,774** <,001 97	,778** <,001 97	,783** <,001 97	,578** <,001 97	,827** <,001 97	1

Intercorrelations among variables of Infosys

TCS:

		x1	x2	x3	x4	x5	x6
BrandDimensions (TCS)	x1	1					
POF (TCS)	x2	,818** <,001 97	1				
BrandImage (TCS)	x3	,801** <,001 97	,777* <,001 97	1			
SocialMedia (TCS)	x4	,662** <,001 97	,730* <,001 97	,628** <,001 97	1		
EmployerAttraction (TCS)	x5	,827** <,001 97	,798* <,001 97	,919** <,001 97	,596** <,001 97	1	
ApplicationIntention (TCS)	x6	,798** <,001 97	,837* <,001 97	,834** <,001 97	,787** <,001 97	,828** <,001 97	1

Intercorrelations among variables of TCS

Сводный отчет по наблюдениям

		N	%
Наблюдения	Допустимо	97	100,0
	Исключено ^a	0	,0
	Всего	97	100,0

a. Исключение целиком на основе всех переменных в процедуре.

Статистика надежности

Альфа Кронбаха	N элементов
,979	84

Reliability of model

In first step, The intercorrelations of all variables for 3 different companies (Wipro, Infosys, TCS) are presented in Table 1,2,3. Which helps to analyze the validity of model analysis. After the analysis was processed, the results shoed that all variables are correlated significantly at a level <0.01 . So, the research model is valid under the analysis.

To estimate the reliability of model, we need to check Cronbach's alpha value. After the analysis, the results showed the Cronbach's alpha value 0.979. Which is greater than 0.9. So, the reliability of the model is successful and stronger. Thus, all variables, employer brand dimensions, POF, Brand image, social media, employer attraction, application intention are reliably considered.

3.1.2 Test of hypothesis:

To understand the model, we used R^2 value to measure the model fit. To test the hypothesis the Beta β value and the p value are considered.

Wipro:

Relationship	R^2	Standardized β
H1: Brand dimensions -> POF	0.734	0.95 (p<0.001)
H2: POF -> Brand Image	0.596	0.93 (p<0.001)
H3: Social media -> Brand image & POF		0.30 (p<0.001)
H4: Brand image -> Employer attraction	0.874	0.91 (p<0.001)
H5: Employer attraction -> Application Intention	0.719	0.93 (p<0.001)

Results of Regression analysis (Wipro)

For company Wipro, The brand dimensions are positively effect the Person organization Fit ($\beta = 0.95$, $p<0.001$), that in turn support hypothesis 1 (H1).

POF positively effect the brand image ($\beta = 0.93$, $p<0.001$), thus it supports hypothesis 2 (H2).

Social media have an moderating effect on creating employer brand image.

Employer brand image positively effect the employer attraction ($\beta=0.91$, $p<0.001$) then it supports hypothesis 4 (H4).

Employer attraction positively effect the application intention ($\beta=0.93$, $p<0.001$) then its support hypothesis 5 (H5).

Сводка для модели

Модель	R	R-квадрат	Скорректированный R-квадрат	Стандартная ошибка оценки
1	,857 ^a	,734	,731	,37761

a. Предикторы: (константа), BranddimensionsWipro

Коэффициенты^a

Модель		Нестандартизованные коэффициенты		Стандартизованные коэффициенты	Т	Значимость
		В	Стандартная ошибка	Бета		
1	(Константа)	,060	,210		,285	,776
	BranddimensionsWipro	,950	,059	,857	16,180	<,001

a. Зависимая переменная: POFWipro

Сводка для модели

Модель	R	R-квадрат	Скорректированный R-квадрат	Стандартная ошибка оценки
1	,772 ^a	,596	,592	,50478

a. Предикторы: (константа), POFWipro

Коэффициенты^а

Модель		Нестандартизованные коэффициенты		Стандартизованные коэффициенты	t	Значимость
		B	Стандартная ошибка	Бета		
1	(Константа)	,131	,280		,466	,642
	POFWipro	,930	,079	,772	11,847	<,001

а. Зависимая переменная: BrandImageWipro

Сводка для модели

Модель	R	R-квадрат	Скорректированный R-квадрат	Стандартная ошибка оценки
1	,935 ^а	,874	,872	,27582

а. Предикторы: (константа), BrandImageWipro

Коэффициенты^а

Модель		Нестандартизованные коэффициенты		Стандартизованные коэффициенты	t	Значимость
		B	Стандартная ошибка	Бета		
1	(Константа)	,323	,124		2,599	,011
	BrandImageWipro	,913	,036	,935	25,622	<,001

а. Зависимая переменная: EmployerAttractionWipro

Сводка для модели

Модель	R	R-квадрат	Скорректированный R-квадрат	Стандартная ошибка оценки
1	,848 ^a	,719	,716	,45299

a. Предикторы: (константа), EmployerAttractionWipro

Коэффициенты^a

Модель		Нестандартизованные коэффициенты		Стандартизованные коэффициенты	t	Значимость
		B	Стандартная ошибка			
1	(Константа)	,274	,210		1,304	,195
	EmployerAttractionWipro	,933	,060	,848	15,573	<,001

a. Зависимая переменная: ApplicationIntentionWipro

Коэффициенты^a

Модель		Нестандартизованные коэффициенты		Стандартизованные коэффициенты	T	Значимость
		B	Стандартная ошибка			
1	(Константа)	2,780	,165		16,870	<,001
	POFWipro	,119	,049	,099	2,437	,017
	SocialMediaWipro	-1,014	,069	-1,058	-14,605	<,001

Interactionsocialmeadiawr ipo	,304	,014	1,807	21,743	<,001
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а. Зависимая переменная: BrandImageWipro

INFOSYS:

For company Infosys, The brand dimensions are positively effect the Person organization Fit ($\beta = 0.671$, $p < 0.001$), that in turn support hypothesis 1 (H1).

POF positively effect the brand image ($\beta = 0.883$, $p < 0.001$), thus it supports hypothesis 2 (H2).

Social media have an moderating effect on creating employer brand image.

Employer brand image positively effect the employer attraction ($\beta = 0.873$, $p < 0.001$) then it supports hypothesis 4 (H4).

Employer attraction positively effect the application intention ($\beta = 0.851$, $p < 0.001$) then its support hypothesis 5 (H5).

Relationship	R ²	Standardized β
H1: Brand dimensions -> POF	0.581	0.671 (p<0.001)
H2: POF -> Brand Image	0.524	0.883 (p<0.001)
H3: Social media -> Brand image & POF		0.292 (p<0.001)
H4: Brand image -> Employer attraction	0.836	0.873 (p<0.001)
H5: Employer attraction -> Application Intention	0.684	0.851 (p<0.001)

Results of Regression analysis (Infosys)

Сводка для модели

Модель	R	R-квадрат	Скорректиров анный R- квадрат	Стандартная ошибка оценки
1	,762 ^a	,581	,576	,38749

а. Предикторы: (константа), BrandDimensionsInfosys

Коэффициенты^a

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Модель		Нестандартизованные коэффициенты		Стандартизованные коэффициенты	t	Значимость
		B	Стандартная ошибка	Бета		
1	(Константа)	1,275	,202		6,303	,195
	BrandDimensionsInfosys	,671	,059	,762	11,467	<,001

а. Зависимая переменная: POFINfosys

Сводка для модели

Модель	R	R-квадрат	Скорректированный R-квадрат	Стандартная ошибка оценки
1	,724 ^a	,524	,519	,50419

а. Предикторы: (константа), POFINfosys

Коэффициенты^a

Модель		Нестандартизованные коэффициенты		Стандартизованные коэффициенты	t	Значимость
		B	Стандартная ошибка	Бета		
1	(Константа)	,339	,311		1,088	,279
	POFINfosys	,883	,086	,724	10,217	<,001

а. Зависимая переменная: BrandImageInfosys

Сводка для модели

Модель	R	R-квадрат	Скорректированный R-квадрат	Стандартная ошибка оценки
1	,914 ^a	,836	,834	,28272

а. Предикторы: (константа), BrandImageInfosys

Коэффициенты

Модель		Нестандартизованные коэффициенты		Стандартизованные коэффициенты	t	Значимость
		B	Стандартная ошибка	Бета		
1	(Константа)	,471	,141		3,344	,001
	BrandImageInfosys	,873	,040	,914	21,991	<,001

а. Зависимая переменная: EmployerAttractionInfosys

Сводка для модели

Модель	R	R-квадрат	Скорректированный R-квадрат	Стандартная ошибка оценки
1	,827 ^a	,684	,681	,40336

а. Предикторы: (константа), EmployerAttractionInfosys

Коэффициенты^a

Модель		Нестандартизованные коэффициенты		Стандартизованные коэффициенты	t	Значимость
		B	Стандартная ошибка	Бета		
1	(Константа)	,621	,212		2,932	,004
	EmployerAttractionInfosys	,851	,059	,827	14,350	<,001

а. Зависимая переменная: ApplicationIntentionInfosys

Коэффициенты^а

Модель	Нестандартизованные коэффициенты		Стандартизованные коэффициенты	t	Значимость
	B	Стандартная ошибка	Бета		
1 (Константа)	3,066	,152		20,116	<,001
POFInfosys	,079	,048	,064	1,630	,107
SocialMediaInfosys	-1,004	,056	-1,041	-17,816	<,001
interactionsocialmeadiaInfosys	,292	,011	1,761	25,935	<,001

а. Зависимая переменная: BrandImageInfosys

TCS:

For company TCS, The brand dimensions are positively effect the Person organization Fit ($\beta = 0.885$, $p < 0.001$), that in turn support hypothesis 1 (H1).

POF positively effect the brand image ($\beta = 0.72$, $p < 0.001$), thus it supports hypothesis 2 (H2).

Social media have an moderating effect on creating employer brand image.

Employer brand image positively effect the employer attraction ($\beta = 0.944$, $p < 0.001$) then it supports hypothesis 4 (H4).

Employer attraction positively effect the application intention ($\beta = 1.077$, $p < 0.001$) then its support hypothesis 5 (H5).

Relationship	R ²	Standardized β
H1: Brand dimensions -> POF	0.669	0.885 ($p < 0.001$)
H2: POF -> Brand Image	0.603	0.72 ($p < 0.001$)
H3: Social media -> Brand image & POF		
H4: Brand image -> Employer attraction	0.845	0.944 ($p < 0.001$)

H5: Employer attraction -> Application Intention	0.686	1.077 (p<0.001)
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Results of Regression analysis (TCS)

Сводка для модели

Модель	R	R-квадрат	Скорректированный R-квадрат	Стандартная ошибка оценки
1	,818 ^a	,669	,666	,43405

а. Предикторы: (константа), BrandDimensionsTCS

Коэффициенты^a

Модель		Нестандартизованные коэффициенты		Стандартизованные коэффициенты	t	Значимость
		B	Стандартная ошибка	Бета		
1	(Константа)	,608	,234		2,595	,011
	BrandDimensionsTCS	,885	,064	,818	13,871	<,001

а. Зависимая переменная: POFTCS

Сводка для модели

Модель	R	R-квадрат	Скорректированный R-квадрат	Стандартная ошибка оценки
1	,777 ^a	,603	,599	,44085

а. Предикторы: (константа), POFTCS

Коэффициенты^а

Модель		Нестандартизованные коэффициенты		Стандартизованные коэффициенты	t	Значимость
		B	Стандартная ошибка	Бета		
1	(Константа)	,996	,232		4,290	<,001
	POFTCS	,720	,060	,777	12,018	<,001

а. Зависимая переменная: BrandImageTCS

Сводка для модели

Модель	R	R-квадрат	Скорректированный R-квадрат	Стандартная ошибка оценки
1	,919 ^а	,845	,844	,28250

а. Предикторы: (константа), BrandImageTCS

Коэффициенты^а

Модель		Нестандартизованные коэффициенты		Стандартизованные коэффициенты	t	Значимость
		B	Стандартная ошибка	Бета		
1	(Константа)	,224	,157		1,424	,158
	BrandImage TCS	,944	,041	,919	22,798	<,001

а. Зависимая переменная: EmployerAttractionTCS

Сводка для модели

Модель	R	R-квадрат	Скорректированный R-квадрат	Стандартная ошибка оценки
1	,828 ^a	,686	,682	,52411

а. Предикторы: (константа), EmployerAttractionTCS

Коэффициенты^a

Модель		Нестандартизованные коэффициенты		Стандартизованные коэффициенты	t	Значимость
		B	Стандартная ошибка	Бета		
1	(Константа)	,072	,285		,254	,800
	EmployerAttractionTCS	1,077	,075	,828	14,399	<,001

а. Зависимая переменная: ApplicationIntentionTCS

Коэффициенты^a

Модель		Нестандартизованные коэффициенты		Стандартизованные коэффициенты	T	Значимость
		B	Стандартная ошибка	Бета		
1	(Константа)	3,270	,136		24,135	<,001
	POFTCS	,169	,039	,182	4,332	<,001
	SocialMediaTCS	-1,047	,057	-1,347	-18,431	<,001
	interactionsocialmeadiaTCS	,262	,011	1,960	23,285	<,001

а. Зависимая переменная: BrandImageTCS

3.1.3 Descriptive statistics:

		Age			
		Частота	Проценты	Валидный процент	Накопленный процент
Валидные	20 - 25	73	75,3	75,3	75,3
	25 - 30	22	22,7	22,7	97,9
	Above 30	2	2,1	2,1	100,0
	Всего	97	100,0	100,0	

From the survey we observed that 75% of responses came from 20 – 25 years. 23% of responses came from 25 – 30 years of age and 2% are came from above 30 years of age.

		Gender			
		Частота	Проценты	Валидный процент	Накопленный процент
Валидные	male	65	67,0	67,0	67,0
	female	32	33,0	33,0	100,0
	Всего	97	100,0	100,0	

From this survey we observed that, 67% of responses came from male, and 33% responses came from female.

		Institution			
		Частота	Проценты	Валидный процент	Накопленный процент
Валидные	ИИМ Ahmedabad	39	40,2	40,2	40,2

IIM Calcutta	24	24,7	24,7	64,9
FMS Delhi	34	35,1	35,1	100,0
Всего	97	100,0	100,0	

From the survey we observed that, 40% of responses came from IIM Ahmedabad, 25% of responses came from IIM Calcutta, and 35% responses came from FMS Delhi institutes.

In this study the variables are categorized and analyzed below individually for each companies,

Wipro Company:

BrandDimensionsWipro

		Частота	Проценты	Валидный процент	Накопленный процент
Валидные	1,88	1	1,0	1,0	1,0
	2,00	5	5,2	5,2	6,2
	2,25	6	6,2	6,2	12,4
	2,38	6	6,2	6,2	18,6
	2,63	2	2,1	2,1	20,6
	2,75	3	3,1	3,1	23,7
	2,88	4	4,1	4,1	27,8
	3,00	9	9,3	9,3	37,1
	3,13	1	1,0	1,0	38,1
	3,25	2	2,1	2,1	40,2
	3,38	1	1,0	1,0	41,2
	3,50	2	2,1	2,1	43,3
	3,63	3	3,1	3,1	46,4
	3,75	10	10,3	10,3	56,7

	3,88	2	2,1	2,1	58,8
	4,00	37	38,1	38,1	96,9
	4,50	1	1,0	1,0	97,9
	4,63	2	2,1	2,1	100,0
	Всего	97	100,0	100,0	

For Wipro company, we can observe that, 40% of responses are above 4.0 scale. It can be consider as strongly agreed.

POFWipro

		Частота	Проценты	Валидный процент	Накопленный процент
Валидные	2,00	8	8,2	8,2	8,2
	2,67	11	11,3	11,3	19,6
	3,00	9	9,3	9,3	28,9
	3,33	3	3,1	3,1	32,0
	3,67	19	19,6	19,6	51,5
	4,00	46	47,4	47,4	99,0
	4,67	1	1,0	1,0	100,0
	Всего	97	100,0	100,0	

For Wipro company, the variable Person organization fit resulted strongly agree. 48% of respondents are strongly agreed above 4.0 scale.

BrandImageWipro

		Частота	Проценты	Валидный процент	Накопленный процент
Валидные	2,00	17	17,5	17,5	17,5

	2,50	1	1,0	1,0	18,6
	3,00	24	24,7	24,7	43,3
	4,00	54	55,7	55,7	99,0
	5,00	1	1,0	1,0	100,0
	Всего	97	100,0	100,0	

For Wipro company, 56% respondents strongly agreed in this survey.

SocialMediaWipro

		Частота	Проценты	Валидный процент	Накопленный процент
Валидные	1,33	1	1,0	1,0	1,0
	2,00	20	20,6	20,6	21,6
	3,00	24	24,7	24,7	46,4
	4,00	52	53,6	53,6	100,0
	Всего	97	100,0	100,0	

54% respondents strongly agreed. From the above findings, we can understand that social media have mediating effect between POF and Employer brand image.

EmployerAttractionWipro

		Частота	Проценты	Валидный процент	Накопленный процент
Валидные	2,00	15	15,5	15,5	15,5
	2,50	2	2,1	2,1	17,5
	3,00	24	24,7	24,7	42,3
	4,00	55	56,7	56,7	99,0
	5,00	1	1,0	1,0	100,0
	Всего	97	100,0	100,0	

58% of respondents strongly agreed above 4.0 scale.

ApplicationIntentionWipro

		Частота	Проценты	Валидный процент	Накопленный процент
Валидные	2,00	18	18,6	18,6	18,6
	2,33	1	1,0	1,0	19,6
	3,00	18	18,6	18,6	38,1
	4,00	56	57,7	57,7	95,9
	5,00	4	4,1	4,1	100,0
	Всего	97	100,0	100,0	

58% of respondents are strongly agreed about application intention. Most of respondents are intended to join in Wipro company.

Infosys Company:

BrandDimensionsInfosys

		Частота	Проценты	Валидный процент	Накопленный процент
Валидные	2,00	6	6,2	6,2	6,2
	2,25	4	4,1	4,1	10,3
	2,38	3	3,1	3,1	13,4
	2,50	2	2,1	2,1	15,5
	2,63	2	2,1	2,1	17,5
	2,75	3	3,1	3,1	20,6
	2,88	4	4,1	4,1	24,7
	3,00	11	11,3	11,3	36,1

3,13	1	1,0	1,0	37,1
3,25	6	6,2	6,2	43,3
3,38	2	2,1	2,1	45,4
3,50	3	3,1	3,1	48,5
3,63	4	4,1	4,1	52,6
3,75	2	2,1	2,1	54,6
3,88	5	5,2	5,2	59,8
4,00	38	39,2	39,2	99,0
4,50	1	1,0	1,0	100,0
Всего	97	100,0	100,0	

For Infosys company, we can observe that, 40% of responses are above 4.0 scale. It can be consider as strongly agreed.

POFInfosys

		Частота	Проценты	Валидный процент	Накопленный процент
Валидные	2,00	4	4,1	4,1	4,1
	2,33	1	1,0	1,0	5,2
	2,67	6	6,2	6,2	11,3
	3,00	20	20,6	20,6	32,0
	3,33	4	4,1	4,1	36,1
	3,67	14	14,4	14,4	50,5
	4,00	46	47,4	47,4	97,9
	4,67	2	2,1	2,1	100,0
	Всего	97	100,0	100,0	

For Infosys company, the variable Person organization fit resulted strongly agree. 50% of respondents are strongly agreed above 4.0 scale.

BrandImageInfosys

		Частота	Проценты	Валидный процент	Накопленный процент
Валидные	2,00	11	11,3	11,3	11,3
	2,50	1	1,0	1,0	12,4
	3,00	29	29,9	29,9	42,3
	3,50	1	1,0	1,0	43,3
	4,00	53	54,6	54,6	97,9
	5,00	2	2,1	2,1	100,0
	Всего		97	100,0	100,0

For Infosys company, 56% respondents strongly agreed in this survey. That means Infosys created strong brand image among business professionals in India.

SocialMediaInfosys

		Частота	Проценты	Валидный процент	Накопленный процент
Валидные	1,33	1	1,0	1,0	1,0
	2,00	12	12,4	12,4	13,4
	3,00	27	27,8	27,8	41,2
	4,00	56	57,7	57,7	99,0
	5,00	1	1,0	1,0	100,0
	Всего		97	100,0	100,0

59% respondents strongly agreed. From the above findings, we can understand that social media have mediating effect between POF and Employer brand image.

EmployerAttractionInfosys

		Частота	Проценты	Валидный процент	Накопленный процент
Валидные	2,00	10	10,3	10,3	10,3
	3,00	29	29,9	29,9	40,2
	4,00	57	58,8	58,8	99,0
	5,00	1	1,0	1,0	100,0
	Всего	97	100,0	100,0	

60% of respondents strongly agreed above 4.0 scale.

ApplicationIntentionInfosys

		Частота	Проценты	Валидный процент	Накопленный процент
Валидные	2,00	9	9,3	9,3	9,3
	3,00	24	24,7	24,7	34,0
	3,67	1	1,0	1,0	35,1
	4,00	59	60,8	60,8	95,9
	5,00	4	4,1	4,1	100,0
	Всего	97	100,0	100,0	

65% of respondents are strongly agreed about application intention. Most of respondents are intended to join in Wipro company.

TCS Company:

BrandDimensionsTCS

		Частота	Проценты	Валидный процент	Накопленный процент
Валидные	2,00	4	4,1	4,1	4,1
	2,25	2	2,1	2,1	6,2
	2,38	2	2,1	2,1	8,2
	2,50	1	1,0	1,0	9,3
	2,63	2	2,1	2,1	11,3
	2,75	1	1,0	1,0	12,4
	2,88	1	1,0	1,0	13,4
	3,00	17	17,5	17,5	30,9
	3,13	2	2,1	2,1	33,0
	3,25	2	2,1	2,1	35,1
	3,38	2	2,1	2,1	37,1
	3,63	1	1,0	1,0	38,1
	3,75	6	6,2	6,2	44,3
	3,88	1	1,0	1,0	45,4
	4,00	37	38,1	38,1	83,5
	4,13	3	3,1	3,1	86,6
	4,25	3	3,1	3,1	89,7
	4,38	3	3,1	3,1	92,8
	4,50	3	3,1	3,1	95,9
	4,63	2	2,1	2,1	97,9
4,88	1	1,0	1,0	99,0	
5,00	1	1,0	1,0	100,0	
Всего		97	100,0	100,0	

For TCS company, we can observe that, 55% of responses are above 4.0 scale. It can be consider as strongly agreed.

POFTCS

		Частота	Проценты	Валидный процент	Накопленный процент
Валидные	2,00	5	5,2	5,2	5,2
	2,67	3	3,1	3,1	8,2
	3,00	18	18,6	18,6	26,8
	3,67	11	11,3	11,3	38,1
	4,00	39	40,2	40,2	78,4
	4,33	1	1,0	1,0	79,4
	4,67	12	12,4	12,4	91,8
	5,00	8	8,2	8,2	100,0
	Всего	97	100,0	100,0	

For TCS company, the variable Person organization fit resulted strongly agree. 62% of respondents are strongly agreed above 4.0 scale.

BrandImageTCS

		Частота	Проценты	Валидный процент	Накопленный процент
Валидные	2,00	6	6,2	6,2	6,2
	3,00	22	22,7	22,7	28,9
	4,00	60	61,9	61,9	90,7
	4,50	2	2,1	2,1	92,8
	5,00	7	7,2	7,2	100,0
	Всего	97	100,0	100,0	

For TCS company, 70% respondents strongly agreed in this survey. That means Infosys created strong brand image among business professionals in India.

SocialMediaTCS

		Частота	Проценты	Валидный процент	Накопленный процент
Валидные	1,33	1	1,0	1,0	1,0
	2,00	3	3,1	3,1	4,1
	3,00	26	26,8	26,8	30,9
	4,00	35	36,1	36,1	67,0
	5,00	32	33,0	33,0	100,0
	Всего	97	100,0	100,0	

70% respondents strongly agreed. From the above findings, we can understand that social media have mediating effect between POF and Employer brand image.

EmployerAttractionTCS

		Частота	Проценты	Валидный процент	Накопленный процент
Валидные	2,00	6	6,2	6,2	6,2
	3,00	22	22,7	22,7	28,9
	4,00	59	60,8	60,8	89,7
	4,50	1	1,0	1,0	90,7
	5,00	9	9,3	9,3	100,0
	Всего	97	100,0	100,0	

70% of respondents strongly agreed above 4.0 scale.

ApplicationIntentionTCS

		Частота	Проценты	Валидный процент	Накопленный процент
Валидные	2,00	6	6,2	6,2	6,2
	3,00	18	18,6	18,6	24,7
	3,33	2	2,1	2,1	26,8
	4,00	28	28,9	28,9	55,7
	4,67	3	3,1	3,1	58,8
	5,00	40	41,2	41,2	100,0
	Всего	97	100,0	100,0	

73% of respondents are strongly agreed about application intention. Most of respondents are intended to join in Wipro company.

Descriptive statistics table:

% of responses above 4.0 scale

Variables	Wipro	Infosys	TCS
Employer brand dimensions	40%	40%	55%
POF	48%	50%	62%
Employer brand image	56%	56%	70%
Social media	54%	59%	70%
Employer attraction	58%	60%	70%
Application intention	58%	65%	73%

3.2 Discussion:

The findings of this research will hold significant implications for both academia and industry. By shedding light on the factors that influence job seekers' application intentions, the study will contribute to the growing body of knowledge on employer branding and help organizations understand how to effectively position themselves as attractive employers. Additionally, the practical recommendations derived from this research will empower companies to develop more effective recruitment strategies and ultimately enhance their ability to attract and retain top talent. In doing so, this study will play a vital role in addressing the talent acquisition challenges faced by organizations in an increasingly competitive job market.

The findings of our study are relevant and noteworthy for both HR professionals and social media researchers in several ways. Our primary objectives of the study, 1) analyze the brand image effect on application intention and 2) Study the moderating effect of social media on brand image, these objectives are fulfilled successfully. All the hypotheses mentioned are accepted by the analysis results.

Thus, we understand that there is a significant effect of employer brand image present on application intention. The employer brand dimensions play a key role in creating the employer brand image. This employer brand image has a significant effect on application intention by the young business professionals in India. The three companies considered in this study belong to the software industry. Which is the biggest service industry in India. These companies represent a huge amount of share in terms of employees, jobs, salaries, etc. It is very important to study these companies to understand the perceptions and intentions of young business professionals in India.

Another objective of the study, moderating the effect of social media on employer brand image. We observed from the results of the study, social media plays a crucial role in creating employer brand image. All companies under the study are active in social media. And the respondents under the study are also active in social media. The social media advertisements and posts done by the companies, are attracting the respondents. Most of the respondents agreed that the posts of these companies caught their attention. Social media is very important in creating the employer brand image.

4.3 Managerial implications:

Based on findings, empirical results the effect of an employer brand on application intention can have several important managerial implications. Here are some key considerations:

Attracting top talent: A strong and positive employer brand enhances the organization's ability to attract high-quality candidates. Potential employees are more likely to be interested in working for a company that has a favorable reputation as an employer. Managers should focus on cultivating and promoting a compelling employer brand to attract top talent.

Competitive advantage in recruitment: A positive employer brand can give an organization a competitive edge in the recruitment process. It increases the likelihood of receiving applications from qualified candidates and enables the organization to be selective in choosing the best fit for their vacancies. Managers should leverage the employer brand to differentiate their organization from competitors and position it as an employer of choice.

Employee engagement and retention: A strong employer brand not only attracts potential employees but also plays a crucial role in engaging and retaining current employees. When employees are proud of their organization and feel valued, they are more likely to be committed, motivated, and loyal. Managers should focus on aligning the company's culture, values, and practices with the employer brand to foster employee engagement and reduce turnover.

Brand ambassadors and referrals: A favorable employer brand encourages employees to become brand ambassadors and refer potential candidates to the organization. Happy and engaged employees are more likely to recommend their company to others, thereby expanding the talent pool and potentially reducing recruitment costs. Managers should encourage and incentivize employee referrals to tap into their networks and attract high-quality applicants.

Employer brand monitoring and management: Managers need to continuously monitor and manage the employer brand to ensure its effectiveness and alignment with the organization's goals. Regular assessments of the brand perception, feedback from applicants and employees, and market research can provide valuable insights for refining the employer brand strategy.

Managers should proactively address any gaps or negative perceptions and take action to improve the employer brand's overall impact on application intention.

By considering these managerial implications, organizations can strategically leverage their employer brand to attract, engage, and retain talented individuals, gaining a competitive advantage in the recruitment landscape.

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Appendix:

Survey Questionnaire:

Questions or scales are adopted from Karnica Tanwar and Amresh Kumar (2018)

Employer Brand Dimensions:

- 1) This organization provides recognition/appreciation from management
- 2) This organization offers job security
- 3) In these companies friendly relationship among co workers present
- 4) These companies are humanitarian give back to society
- 5) These organizations gives adequate contribution to charities
- 6) Employees from different cultures are welcomed in this organizations
- 7) These organizations offers attractive compensation packages
- 8) These companies additional benefits are offered to motivates employees

Person – Organization Fit:

9) My skills and abilities match with these organizations

10) I feel that these companies suits my style of working

11) I think I will find like minded colleagues in this organizations

Social Media:

12) I have seen advertisements of jobs in LinkedIn

13) The company profile in social media gave me full information about job opportunities

14) This company social media profile caught my attention

Questions or scales are adopted from Kissel and Buttgen (2015).

Employer Brand Image:

15) I trust these companies

16) I admire these companies

Employer attractiveness:

17) This employer offers attractive job opportunities

18) I feel confidence in this employer

Application Intention:

19) I intended to apply for a position within this organization

20) I consider this company as a potential future employer

21) I would be likely to accept job offer of this company