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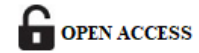
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THE ROLE OF EMPLOYER BRANDING IN TALENT MANAGEMENT: A FOCUS ON IT INDUSTRIES IN COIMBATORE REGION

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ABSTRACT

The study on explores the growing importance of employer branding as a strategic tool for attracting, retaining, and engaging talent in the competitive IT sector. With the rapid growth of the IT industry in Coimbatore, companies face challenges in talent acquisition and retention due to the increasing demand for skilled professionals. Employer branding, which emphasizes a company's reputation and value proposition as an employer, plays a critical role in distinguishing organizations in the job market. This research highlights how employer branding influences potential employees'

perceptions, enhances employee loyalty, and contributes to overall talent management strategies. By focusing on the IT sector in Coimbatore, the study investigates the impact of employer branding on recruitment effectiveness, employee satisfaction, and long-term retention. The findings suggest that a strong employer brand not only attracts top talent but also fosters a positive workplace culture, driving productivity and innovation in IT companies. The research paper provides insights for HR professionals and business leaders on the effective implementation of employer branding strategies to ensure sustainable growth in the competitive IT landscape.

Keywords: Recruitment Strategies, Employee Engagement, HR Strategies, Workplace Culture and so on

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Introduction

In today's competitive business environment, human resources are a critical factor in gaining a sustainable advantage. To succeed, organizations must focus on attracting and retaining talented employees. However, there is often a gap between the availability of skilled professionals and the growing demand for them. This shortage may be attributed to a lack of practical experience and awareness among potential employees. As a result, companies face significant challenges in attracting the right talent while also retaining their current workforce. Employer branding has emerged as an effective strategy to address these issues. It helps organizations stand out by shaping a positive image both internally and externally. Engaging employees and considering their feedback is crucial in continuously improving the company's reputation. The concept of "employer of choice" has become a popular approach to attract top talent, treating potential hires with the same level of care as customers. Success in employer branding is deeply rooted in the company's organizational culture, making it a key differentiator in the competitive job market. The employer's brand image can influence how a company's products or services are perceived. Employee retention refers to how well an organization can retain its workforce. While it's often thought that retention is solely based on the employer's efforts to keep employees, it also involves the strategies and actions implemented to achieve this outcome. Retention strategies are, therefore, a proactive approach aimed at achieving

positive retention results. Employers should differentiate between high-performing and underperforming employees, focusing on retaining those who provide value to the organization now and show potential for the future. High employee turnover can indicate unresolved issues such as low morale, unclear career paths, lack of recognition, or poor relationships between employees and management. These factors can lead to dissatisfaction, causing employees to seek opportunities elsewhere. Contrary to traditional belief, financial incentives are not always the primary cause of employee turnover.

Organizations aim to minimize turnover to reduce recruitment costs, loss of talent, and the expenses associated with training new hires. By applying principles of organizational behavior, employers can work to decrease turnover rates. Additionally, employers can focus on retaining only high-performing employees as part of a positive turnover strategy. Motivational theories, such as Maslow's hierarchy of needs and Herzberg's two-factor theory, offer insight into employee satisfaction. Maslow's theory suggests that fulfilling or neglecting specific needs will impact employee satisfaction, while Herzberg's theory differentiates between factors that lead to job satisfaction and those that cause dissatisfaction. Herzberg classifies these factors into motivators and hygiene factors. Motivators, such as recognition and achievement, drive performance, while hygiene factors, like working conditions and pay, if not adequately met, lead to dissatisfaction. Employers should focus on positive reinforcement and ensure that basic hygiene factors are maintained to enhance employee retention. The rise of knowledge-based work, a shortage of qualified candidates, and an increasingly diverse workforce have made attracting and retaining top talent a critical factor for future organizational success. Competing for the best employees has become as challenging as competing for customers, requiring organizations to distinguish themselves from their rivals to be seen as an appealing employer by both potential and current employees. Employer attractiveness is described as the perceived benefits a prospective employee expects from working at a particular organization, and it has become a vital response to the talent-related challenges faced by modern businesses.

A strong employer brand is essential for better organizational performance and financial success. Berthon and colleagues highlighted the close relationship between employer attractiveness and employer branding, while the Vlerick Brand Management Center emphasized that employer brands represent a company's image as an employer. The concept of employer branding, first introduced by Ambler and Barrow, is defined as the blend of functional, economic, and psychological benefits that employment offers and that are associated with the employer. Since its introduction, employer branding and organizational attractiveness have garnered significant research attention. In today's competitive business environment,

attracting and retaining the right employees is a crucial challenge. Organizations are taking various steps to recruit skilled and talented individuals to gain a competitive edge. Researchers have argued that employer branding positions an organization as an "employer of choice," helping it attract and retain top talent. Employer attractiveness is measured and evaluated through several prominent rankings, such as Universum's "World's Most Attractive Employers," the Gallup Great Workplace Award, and Fortune's "100 Best Companies to Work For." It serves as a powerful tool to capture the interest of potential employees and to foster loyalty among current staff.

Objective of the Study

The primary objective of this study is to analyze the role of employer branding in attracting, retaining, and engaging talent, with a specific focus on IT industries in Coimbatore. The study aims to:

1. Understand the influence of employer branding on talent acquisition and retention strategies in IT companies.
2. Explore how a strong employer brand contributes to improving employee satisfaction, loyalty, and productivity.

Methodology

This study on the role of employer branding in talent management within IT industries in Coimbatore adopts a mixed-method approach, combining both qualitative and quantitative research techniques. The methodology includes the following steps:

Research Design: The study employs a descriptive research design to explore the relationship between employer branding and talent management, focusing on IT companies in Coimbatore.

Data Collection:

Primary Data: Structured questionnaires and interviews are used to collect data from HR professionals, managers, and employees of various IT companies in Coimbatore. The questionnaire focuses on aspects of employer branding, talent attraction, employee retention, and organizational culture.

Secondary Data: Information is also gathered from existing literature, company reports, HR journals, and industry publications to support the primary data and provide a broader understanding of employer branding practices.

Sampling Technique:

A purposive sampling technique is used to select IT companies in Coimbatore for the study. HR professionals, managers, and employees who have direct knowledge and experience

with employer branding are chosen as respondents. The sample size consists of approximately 100 participants from various IT companies.

Data Analysis

Quantitative data collected through questionnaires is analyzed using statistical methods such as percentage analysis, correlation, and regression to identify patterns and relationships between employer branding and talent management. Qualitative data from interviews is analyzed using thematic analysis to gain insights into the perceptions and experiences of participants regarding employer branding practices.

Employer Branding- Fried Man Test

Employer branding is the strategic process of shaping and promoting a company's reputation as an attractive place to work. It encompasses highlighting the company's unique culture, values, and employee benefits to create a positive perception among potential and current employees. This involves crafting a compelling Employee Value Proposition (EVP) that outlines what employees can expect in return for their skills and efforts, including aspects like company culture, career development opportunities, work environment, and compensation packages. By effectively managing these elements, companies can attract top talent, reduce recruitment costs, and enhance employee retention. Additionally, a strong employer brand contributes to a positive overall company reputation, which can also positively influence customer perceptions.

Table 1: Employer Branding- Fried Man Test

<i>Employer Branding</i>	<i>Mean Rank</i>	<i>Chi-Square</i>	<i>Asym Sig</i>	<i>Rank</i>
Flexi-time / Work from Home	4.317	31.627	0	5
Challenging Work	3.681			8
Empowerment to Take Own Decisions	3.533			9
International Travel / Onshore Opportunities	4.851			3
Career Development	2.674			12
Training & Development	3.657			10
Opportunity to Teach Others What You Have Learned	3.294			11
Customer Oriented Focus of Work & Practices	4.467			4
Corporate Social Responsibility (CSR), Good Relationship with Manager	4.008			7
Good Relationship with Co-workers	4.972			2
Happy Working Environment	5.073			1
Team Outings/Sports/Recreational Activities	4.324			6

Source: Primary data

The table presents an analysis of employer branding attributes based on their mean ranks, highlighting the factors that employees prioritize in the workplace. The highest-ranked factor is a "Happy Working Environment" (mean rank 5.073), followed closely by "Good Relationship with Co-workers" (mean rank 4.972) and "International Travel / Onshore Opportunities" (mean rank 4.851). "Flexi-time / Work from Home" (mean rank 4.317) and "Customer Oriented Focus of Work & Practices" (mean rank 4.467) are also important. On the other hand, factors like "Career Development" (mean rank 2.674), "Opportunity to Teach Others What You Have Learned" (mean rank 3.294), and "Training & Development" (mean rank 3.657) are ranked lower, indicating they may be less significant to employees in this context. The Chi-Square test results (31.627) and significance level ($p = 0$) suggest that there are statistically significant differences in how these factors are ranked by employees. Overall, creating a positive working environment and fostering strong relationships appear to be the most valued aspects of employer branding.

Table 2: Talent Acquisition of the Employer in the Organization

Talent Acquisition	N	Mean	Std. Deviation	Mean Rank	Rank
The interview process is crucial for identifying the skills and talents of employees.	630	3.513	1.113	4.317	6
HR personnel should be knowledgeable and experienced to ensure an effective interview process.	630	4.837	1.073	4.729	5
The organization provides incentives such as gifts and vouchers for new hires.	630	4.364	0.985	3.534	11
The induction program is designed to help employees understand company policies and procedures.	630	4.718	1.113	3.271	12
The induction program also boosts confidence regarding the workplace environment.	630	3.627	0.429	4.197	7
My organization induction programme gives confidence about work environment.	630	3.372	0.478	4.617	4
Supervisors are open to forgiving mistakes and promoting continuous learning.	630	3.439	1.067	3.981	8
Managers actively encourage participation and the expression of innovative ideas.	630	3.117	1.237	3.176	13
Supervisors make time to regularly meet with their team members, giving importance to their concerns.	630	3.097	0.757	4.731	3
Leaders are expected to maintain open and supportive communication with management.	630	2.933	0.113	4.982	1
A positive work environment significantly enhances managerial performance.	630	1.693	0.549	3.674	9
Exit interviews are conducted to understand the reasons behind employee departures.	630	1.793	0.802	3.672	10

Source: Primary data, Computed.

The table on Talent Acquisition outlines various factors affecting the process, based on mean ranks and standard deviations. The most important factor, ranked first with a mean rank of 4.982, is that leaders should provide frequent and supportive communication to management. Following this, supervisors meeting with their team members to discuss their concerns (mean rank 4.731) and having knowledgeable HR personnel to conduct interviews (mean rank 4.729) are also highly ranked.

The induction program's role in giving employees confidence about the work environment is ranked fourth (mean rank 4.617). Similarly, the interview process, essential for identifying staff skills, is ranked sixth (mean rank 4.317). Other factors such as the work environment boosting managers' performance and conducting exit interviews to understand reasons for departures are lower-ranked, with mean ranks of 3.674 and 3.672, respectively.

On the lower end, the organization's incentives for new hires like gifts and vouchers (mean rank 3.534), along with the induction program helping employees learn policies (mean rank 3.271), were ranked among the least important. Managers encouraging participation and innovation had the lowest mean rank (3.176), indicating it may not be as emphasized in the talent acquisition process. Overall, the results highlight the importance of communication, HR expertise, and leadership in talent acquisition.

Multiple-Regression of Talent Acquisition-IT Industries

Model	R	R Square	Adjusted	Std Error of the Estimate	Durbin Watson
1	.207a	0.157	0.538	2.3841	2.37

Source: Computed, Primary data

The table presents key statistical metrics from a regression analysis. The correlation coefficient (R) is 0.207, indicating a weak positive linear relationship between the dependent and independent variables. The R Square value is 0.157, which means that approximately 15.7% of the variance in the dependent variable can be explained by the independent variables in the model. The Adjusted R Square is 0.538, accounting for the number of predictors in the model, and suggesting that the model explains a moderate proportion of the variance after adjusting for potential bias. The Standard Error of the Estimate is 2.3841, indicating the average distance that the observed values fall from the regression line. Lastly, the Durbin Watson statistic is 2.37, which suggests that there is no significant auto correlation in the residuals, as the value is close to 2, the threshold for no autocorrelation.

Table: 3 Multiple Regression Analysis

ANOVA ^a						
<i>Model</i>		<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	43.016	4	9.61	2.731	.002 ^b
	Residual	1490.613	628	5.307		
	Total	3784.295	630			
a. Dependent Variable: Talent Acquisition of the Employee						
b. Predictors: (Constant), Age, Business Experience, Educational Qualification, Gender						

Source: Primary data

The ANOVA table provides insight into the overall fit and significance of the regression model at a 5% significance level. The Regression Sum of Squares is 43.016, which represents the variation in Talent Acquisition of the Employee explained by the four predictors: Age, Business Experience, Educational Qualification, and Gender. The model has 4 degrees of freedom (df), and the Mean Square for the regression is 9.61. The F-statistic is 2.731, which tests the null hypothesis that the model's predictors have no effect on the dependent variable.

With a significance level (Sig.) of 0.002, the p-value is less than the 5% threshold (0.05), indicating that the model is statistically significant. This means that, collectively, the independent variables significantly impact the Talent Acquisition process of employees. The Residual Sum of Squares is 1490.613, with 628 degrees of freedom, representing the unexplained variation, while the Total Sum of Squares is 3784.295, reflecting the overall variance in the model. At the 5% significance level, we can conclude that the regression model provides a meaningful explanation of the relationship between the predictors and talent acquisition.

Table:4 Multiple Regression Analysis

<i>Model</i>		<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	<i>t</i>	<i>Sig.</i>
		<i>B</i>	<i>Std. Error</i>	<i>Beta</i>		
1	(Constant)	10.34	0.671		17.35	0
	Age	1.914	0.397	0.301	0.324	0.002
	Business Experience	1.329	0.467	0.304	1.002	0.004
		0.184	0.372	0.16	1.086	0
	Educational Qualification	1.039	0.421	0.17	0.208	0
	Gender	1.907	0.731	0.392	2.612	0

Source: Primary data

The coefficients table presents the influence of each predictor on the dependent variable, Talent Acquisition of the Employee. The **Constant** has an unstandardized coefficient (**B**) of 10.34, with a standard error of 0.671. This suggests that when all other variables are zero, the expected value for Talent Acquisition is 10.34. The **t-value** for the constant is 17.35, with a significance (**Sig.**) of 0, indicating a highly significant intercept.

For the predictors, **Age** has an unstandardized coefficient of 1.914, meaning that for each additional year in age, talent acquisition is expected to increase by 1.914 units, holding other factors constant. The t-value of 0.324 and significance of 0.002 indicate that Age has a statistically significant positive effect. Similarly, Business Experience has a positive effect, with a coefficient of 0.184, and is statistically significant with a p-value of 0. However, its impact is smaller compared to Age.

The Educational Qualification has a coefficient of 1.039, showing that higher education levels contribute positively to talent acquisition. Its significance level is also 0, confirming a meaningful relationship. Lastly, Gender has the highest standardized coefficient (Beta = 0.392), suggesting that it is the strongest predictor in the model. The unstandardized coefficient for Gender is 1.907, with a t-value of 2.612 and significance of 0, meaning that gender differences play a significant role in predicting talent acquisition.

Overall, all predictors—Age, Business Experience, Educational Qualification, and Gender—are statistically significant at the 5% level, indicating that they collectively and individually have a meaningful impact on the talent acquisition process.

Findings: Based on the study on employer branding in IT industries, several key insights emerge that can be relevant to the garment and textile industries in Tirupur. First, employer branding plays a crucial role in attracting, retaining, and engaging talent. In the IT sector, a strong employer brand contributes significantly to employee satisfaction, loyalty, and productivity. By promoting a positive work culture, values, and benefits, companies can improve their talent acquisition and retention strategies. The study also highlights the importance of crafting a compelling Employee Value Proposition (EVP) to communicate what the organization offers to its employees in exchange for their contributions.

In the context of the garment and textile industry in Tirupur, employer branding can similarly be leveraged to attract skilled workers and reduce turnover. Focusing on work culture, employee benefits, and development opportunities is likely to help improve worker satisfaction

and loyalty. Just as in the IT sector, a positive employer brand can reduce recruitment costs and enhance the overall perception of the company, both in terms of employees and customers.

Suggestions: For the garment and textile industries in Tirupur, it is essential to adopt employer branding strategies to remain competitive in attracting and retaining skilled workers. Companies should focus on building a positive and inclusive work culture that values employee welfare and growth. Creating an appealing Employee Value Proposition (EVP) that highlights fair compensation, career development opportunities, and a supportive work environment will help boost talent acquisition and retention. Additionally, the industry should emphasize communicating its values and culture effectively to prospective and current employees, ensuring that they feel valued and motivated to contribute to the organization's long-term success.

By strengthening their employer brand, garment and textile companies in Tirupur can also enhance their market reputation, which may positively influence customer perceptions and business outcomes.

Conclusions: The study emphasizes the significant impact of employer branding on talent management, particularly in attracting, retaining, and engaging employees. In the IT sector, a strong employer brand enhances employee satisfaction, loyalty, and productivity by promoting a positive work environment and clear value propositions. These insights are highly applicable to the garment and textile industry in Tirupur, where employer branding can play a pivotal role in overcoming challenges related to talent acquisition and retention.

For garment and textile companies, focusing on employer branding can provide a competitive edge by creating a positive perception of the organization among current and prospective employees. By offering an attractive Employee Value Proposition (EVP) that includes fair wages, career growth opportunities, and a healthy work environment, companies can reduce turnover and attract skilled talent. Furthermore, a strong employer brand can enhance overall business performance by fostering a committed workforce and boosting the company's reputation in the market.

In conclusion, the findings underline that employer branding is not only a tool for talent management but also a strategic asset that improves organizational performance, employee engagement, and market reputation. For the Tirupur garment and textile industry, investing in employer branding is a crucial step toward sustainable growth and long-term success.

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