

An Empirical Study on the Relationship Between Employer Branding and Employee Performance

S. Gnanam

*Assistant Professor,
Department of Management,
St. Peter's Institute of Higher Education and Research,
Chennai.*

A. Poovarasan

*II MBA,
Department of Management Studies,
St. Peter's Institute of Higher Education and Research,
Chennai.*

Abstract

Employer branding has emerged as a strategic human resource management practice that shapes employees' psychological attachment and influences their performance within organizations. The primary purpose of this study is to examine how employer branding influences employee performance within an organization. The study adopts a descriptive research design with a quantitative approach to explore the relationship between employer branding dimensions and employee performance outcomes.

Data were collected from 47 employees using structured questionnaires measured on a five-point Likert scale. Employer branding was assessed through key dimensions including organizational culture, leadership, communication, work environment, and growth opportunities. Employee performance was evaluated using indicators such as productivity, job involvement, job satisfaction, and organizational commitment. Statistical tools including descriptive analysis, reliability testing, correlation, and regression analysis were employed to analyze the data.

The findings reveal a significant positive relationship between employer branding practices and employee performance. Employees who perceive strong

organizational culture, supportive leadership, and effective communication demonstrate higher levels of motivation, engagement, commitment, and job satisfaction. The study highlights that employer branding functions not only as a recruitment strategy but also as an internal mechanism for enhancing employee performance.

The research underscores the importance of strengthening employer brand image and organizational culture as a strategic approach to improving human resource effectiveness and ensuring long-term organizational sustainability.

Keywords: Employer Branding, Employee Performance, Organizational Culture, Employee Engagement, Human Resource Management.

I. INTRODUCTION

In today's knowledge-driven and competitive organizational landscape, human capital represents the most critical source of sustainable competitive advantage. Institutions, particularly in higher education and creative industries, rely heavily on intellectual capabilities, innovation, and employee commitment. In this context, employer branding has evolved as a strategic human resource practice designed to attract, retain, and motivate talented employees.

Employer branding refers to the organization's reputation as an employer and the value proposition it offers to its employees. Unlike corporate branding that targets customers, employer branding focuses on current and potential employees. A strong employer brand builds trust, strengthens psychological contracts, and promotes organizational identification.

The education sector, especially private universities in design education, depends on faculty creativity, administrative efficiency, and collaborative culture. Therefore, employer branding practices such as supportive leadership, transparent communication, positive work environment, growth opportunities, and strong organizational culture can significantly influence employee performance.

This study examines how employer branding dimensions affect employee performance outcomes in a private design university setting.

Review of Literature

Employer Branding

Employer branding was conceptualized as the process of promoting a firm as an employer of choice. It integrates marketing and human resource management strategies. Research indicates that strong employer branding improves:

- Talent attraction
- Employee engagement
- Organizational commitment

- Retention rates

Employer branding consists of internal and external dimensions. Internal branding focuses on employee satisfaction, culture, leadership support, and career development.

Key Dimensions Identified in Literature:

- Organizational Culture
- Leadership Style
- Internal Communication
- Work Environment
- Growth and Development Opportunities

Employee Performance

Employee performance refers to the degree to which employees effectively fulfill their job responsibilities. It includes:

- Productivity
- Job involvement
- Organizational commitment
- Job satisfaction

Performance is influenced by motivation, engagement, leadership, recognition, and workplace culture.

Relationship Between Employer Branding and Employee Performance

Previous studies demonstrate that strong employer branding leads to:

- Higher employee morale
- Increased productivity
- Better teamwork
- Reduced turnover intention

However, limited research exists within the design education sector. This study fills that research gap.

Conceptual Framework

The conceptual model proposes that Employer Branding (independent variable) influences Employee Performance (dependent variable).

Conceptual Framework Diagram

Employer Branding Dimensions

- Organizational Culture
- Leadership
- Communication

- Work Environment
- Growth Opportunities



Employee Performance

- Productivity
- Job Involvement
- Job Satisfaction
- Organizational Commitment

Research Methodology

Research Design

Descriptive research design with quantitative methodology.

Population and Sample

Population: Employees of a private design university

Sample Size: 47 employees

Sampling Technique: Convenience sampling

Data Collection Tool

Structured questionnaire with five-point Likert scale:

1 = Strongly Disagree

5 = Strongly Agree

Statistical Tools Used

Descriptive Statistics

Cronbach's Alpha (Reliability)

Pearson Correlation

Multiple Regression Analysis

Data Analysis and Results

Reliability Analysis

Table 1
Reliability Statistics (Cronbach's Alpha)

Variable	No. of Items	Cronbach's Alpha
Organizational Culture	5	0.84
Leadership	5	0.86
Communication	4	0.81
Work Environment	4	0.79
Growth Opportunities	4	0.83
Employee Performance	6	0.88

All alpha values exceed 0.70, indicating strong internal consistency.

Correlation Analysis

Table 2
Pearson Correlation Matrix

Variables	1	2	3	4	5	6
1. Org Culture	1					
2. Leadership	.68**	1				
3. Communication	.62**	.71**	1			
4. Work Environment	.59**	.65**	.60**	1		
5. Growth Opportunities	.64**	.69**	.63**	.58**	1	
6. Employee Performance	.72**	.78**	.70**	.66**	.74**	1

$p < .01$

Strong positive correlations exist between employer branding dimensions and employee performance.

Regression Analysis

Table 3
Multiple Regression Analysis (Dependent Variable: Employee Performance)

Predictor	Beta	t-value	p-value
Organizational Culture	0.28	2.85	.007
Leadership	0.32	3.41	.002
Communication	0.19	2.01	.049
Work Environment	0.17	1.98	.052
Growth Opportunities	0.29	3.12	.003

$R^2 = 0.68$

$F = 17.42$

$p < .001$

The model explains 68% of variance in employee performance. Leadership and growth opportunities show strong predictive power.

Discussion

The findings confirm that employer branding significantly influences employee performance. Employees who perceive strong organizational culture, participative leadership, and growth opportunities demonstrate higher productivity and commitment.

Leadership emerged as the strongest predictor. This indicates that supportive leadership enhances psychological safety, engagement, and performance outcomes.

Organizational culture also significantly impacts performance, suggesting that shared values and collaborative climate motivate employees.

Communication and work environment show moderate yet meaningful effects.

Practical Implications

- Universities should strengthen internal employer branding strategies.
- Leadership training programs must be implemented.
- Transparent communication systems should be enhanced.
- Career development programs should be institutionalized.
- Organizational culture alignment should be prioritized.

Theoretical Implications

This study contributes to HRM literature by:

- Extending employer branding research into higher education
- Empirically validating internal branding-performance relationship
- Supporting social exchange theory

Limitations

- Small sample size (47 employees)
- Single institution study
- Cross-sectional design

Scope for Future Research

- Comparative studies across universities
- Longitudinal research
- Inclusion of mediating variables (engagement, motivation)
- Structural Equation Modeling (SEM)

II. CONCLUSION

Employer branding is not merely a recruitment strategy but a comprehensive internal performance management mechanism. The study establishes a strong positive relationship between employer branding practices and employee performance. Leadership, culture, and growth opportunities significantly predict performance outcomes. Strengthening employer branding can therefore enhance institutional sustainability and competitive advantage.