

# A Study on Impact of Employer Branding on Organisational Commitment with Reference to Propshell

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**Abstract** - This study focuses on the impact of employer branding on organizational commitment at Propshell Property Private Limited. Employer branding plays a significant role in attracting, engaging, and retaining employees, thereby enhancing their commitment towards the organization. The research aims to analyze how various factors such as organizational reputation, work environment, leadership support, and employee value proposition influence employees' level of commitment. A sample of employees was selected, and data were collected through structured questionnaires. The collected data were analyzed using statistical tools such as Spearman Correlation, Chi-Square Test, Mann-Whitney U Test, Kruskal-Wallis H Test, and Regression Analysis to examine relationships and differences among variables. The findings reveal that strong employer branding has a positive impact on organizational commitment, leading to increased employee loyalty, job satisfaction, and willingness to contribute towards organizational goals. However, challenges such as lack of awareness, inconsistent communication, and weak internal branding practices were identified as barriers. The study concludes that Propshell Property Private Limited can strengthen employee commitment by building a strong employer brand through effective communication, fair policies, and a positive work culture. The research emphasizes that a well-established employer brand is essential for enhancing organizational commitment and achieving long-term success.

**Key Words:** Employer Branding, Organizational Commitment, Employee Engagement, Job Satisfaction, Organizational Effectiveness, Spearman Correlation, Chi-Square Test, Recruitment Strategies, Work Environment, Leadership Support

## INTRODUCTION

In today's highly competitive business environment, organizations are increasingly focusing on employer branding as a strategic tool to attract, retain, and engage talented employees. Employer branding represents the image and reputation of an organization as an employer in the minds of both current and potential employees, reflecting its values, culture, work environment, leadership practices, and employee benefits. A strong employer brand helps organizations create a positive workplace identity, which in turn enhances employee satisfaction, motivation, and long-term commitment. Organizational commitment refers to the psychological attachment and loyalty employees feel toward their organization and is commonly classified into affective, continuance, and normative commitment. Employees with high organizational commitment are more likely to remain with the organization, perform effectively, and align their goals with organizational objectives, whereas low commitment may lead to higher turnover and reduced productivity. Employer branding significantly influences employee perceptions and strengthens their sense of pride, belongingness, and trust toward the organization. Human Resource Management practices such as recruitment, training and development, performance appraisal, and employee engagement initiatives further support the development of a strong employer brand. Propshell Property Private Limited, a Chennai-based real estate company established in 2007, operates in a competitive industry where attracting and retaining skilled employees is essential for success. The company focuses on residential plots, gated communities, and villa developments with an emphasis on transparency, quality, and customer satisfaction. In this context, employer branding becomes crucial for enhancing employee commitment and organizational performance. Therefore, this study aims to examine the impact of employer

branding on organizational commitment at Propshell Property Private Limited and to understand how employer branding influences employee attitudes, satisfaction, and loyalty within the organization.

### NEED OF THE STUDY

1. To understand the role of employer branding in attracting and retaining talented employees.
2. To examine the influence of employer branding on organizational commitment and employee loyalty.
3. Reducing employee turnover and enhancing employee retention through effective employer branding practices.
4. To identify key employer branding factors that enhance employee satisfaction and engagement.
5. It helps to assist management in designing effective HR strategies for strengthening organizational commitment.

### OBJECTIVES OF THE STUDY

- To understand the concept and key dimensions of employer branding in the organization.
- To assess the level of organizational commitment among employees.
- To analyse the relationship between employer branding and organizational commitment.
- To identify the employer branding factors (work culture, compensation, career growth, employer reputation, and work–life balance) that most influence organizational commitment

### SCOPE OF THE STUDY

1. The study examines the impact of employer branding on organizational commitment.
2. It focuses on factors like work culture, compensation, career growth, reputation, and work–life balance.
3. It studies different types of commitment such as affective, continuance, and normative commitment.
4. The data is collected from employees through a questionnaire.
5. The study identifies strengths and weaknesses of current employer branding practices.
6. It helps improve employee retention, satisfaction, and overall organizational performance.

### REVIEW OF LITERATURE

**AT Rosario (2026) Mapping Ethical Branding for Sustainability: A Systematic Bibliometric Review of Theory and Practice** This bibliometric review analyzes 30 studies on ethical branding and sustainability across various contexts. It highlights the growing focus on authenticity, stakeholder engagement, and accountability, while noting challenges such as greenwashing and limited impact measurement. The study offers key insights and future directions for aligning branding with sustainability and ethics.

**Azmat Ali Khan (2025) Talent Management in Healthcare: The Impact of Human Resources Practices on Employee Retention and Organizational Commitment:** A Quantitative Survey of Medical Colleges in Swat, KP This quantitative study examines the impact of HR practices on job retention at Saidu Medical College, Swat. The findings show that recognition, remuneration, and training and development have a positive relationship with employee retention.

**Spiros Gounaris (2025) Managing Brand Assets Internally: Turning Employees In to an Integral Source of Brand Equity** This research develops a dynamic model of employee-based brand equity (EBBE), emphasizing employees as key stakeholders in brand value. Based on three studies—including interviews and surveys with employees—it identifies four stages of EBBE development: brand-building, brand assimilation, brand affinity, and brand enactment. The findings show that EBBE positively influences employee performance and customer feedback. This study is the first to present EBBE as a complex, dynamic process, offering practical guidance for organizations to strengthen brand management through employees.

**Aasia yousf (2024) impact of employer branding on employee commitment: employee engagement as a mediator:** employer branding plays a crucial role in improving organizational outcomes by enhancing employee engagement and commitment, especially in competitive service sectors like banking. Based on 409 responses from employees of one public and one private bank, the study found that all five dimensions of employer branding significantly influence employee engagement, which in turn positively affects organizational commitment. Employee engagement also partially mediates the relationship between employer branding and organizational commitment, highlighting

the importance of strong employer branding strategies for organizational success.

**Arooj Azhar (2024) Employer branding: A strategy to enhance organizational performance** Employer branding has become important in both theory and practice, but hotel management research has not fully examined how its different dimensions influence organisational performance through mediating and moderating factors. Based on branding theory, this study investigates the sequential mediating roles of organisational commitment, employer brand loyalty, and employee retention between employer branding and organisational performance. The results support most direct and mediating relationships, except for the mediating effect of ethics and corporate social responsibility.

**Dyah Gandasari (2024) How to attract talents? The role of CSR, employer brand, benefits and career development:** This study examines factors influencing Generation Z’s intention to apply for jobs, focusing on Corporate Social Responsibility (CSR), employer brand, perceived benefits, and perceived career development. Based on a survey of 324 Gen Z respondents and analyzed using Partial Least Squares (PLS), the results show that employer brand, perceived benefits, and career development significantly and positively affect intention to apply, while CSR has no direct impact.

**RESEARCH METHODOLOGY**

**RESEARCH DESIGN**

The study adopts a descriptive research design, as it focuses on analyzing existing recruitment and selection practices and employee perceptions without manipulating any variables.

**DESCRIPTIVE RESEARCH**

The term descriptive research describes the nature of situation or an event which exists at the time of study. It primarily concerned with finding out “who, what, where, when, how.” It includes survey and facts finding enquires of different kinds. The researcher has no control over the variables; he can only report what has happened or what is happening.

**DATA COLLECTION**

**Primary Data:** Collected through a structured questionnaire from employees.

**SAMPLING METHOD**

The study uses non-probability sampling.

**SAMPLING TECHNIQUE**

Convenience sampling was adopted, where respondents were selected based on accessibility and willingness.

**SAMPLE SIZE**

A total of 170 employees of Propshell Property Private Limited were selected as respondents. The sample size is considered adequate to represent the population

**STATISTICAL TOOLS USED**

The gathered information was examined using:

- The Mann-Whitney U Test
- The Kruskal-Wallis H Test
- Correlation of Spearman Rank
- Chi – Square test

**DATA ANALYSIS**

The collected data were analyzed using statistical tools to interpret employee responses

**Percentage = (Number of Respondents / Total Respondents) × 100**

**RESULTS & DISCUSSION**

**Table -1: MANN – WHITNEY U TEST RESULT**

|   | Ranks  |     |           |              |
|---|--------|-----|-----------|--------------|
|   | Gender | N   | Mean Rank | Sum of Ranks |
| Does being part of this organization create a sense of pride among employees            | 1      | 103 | 87.14     | 8975.00      |
|   | 2      | 67  | 82.99     | 5560.00      |
|   | Total  | 170 |           |              |
| Does the organization inspire a strong sense of loyalty among employees                 | 1      | 103 | 83.42     | 8652.00      |
|   | 2      | 67  | 88.70     | 5943.00      |
|   | Total  | 170 |           |              |
| Are employees willing to put in extra effort to contribute to the organization success. | 1      | 103 | 88.05     | 9069.50      |
|   | 2      | 67  | 81.57     | 5465.50      |
|   | Total  | 170 |           |              |

The Mann–Whitney U test was conducted to examine whether there is any significant difference between male and female employees in terms of pride in the organization, loyalty, and willingness to put extra effort. The results indicate that there is no significant difference between the two groups, as all p-values (0.579, 0.482, and 0.389) are greater than 0.05. Therefore, the null hypothesis is accepted. This suggests that both male and female employees share similar perceptions, and the small variations in mean ranks further confirm that their responses are nearly the same. It is inferred that gender does not have any significant influence on employees’ pride in the organization, organizational loyalty, and extra

effort. Both groups demonstrate similar levels of organizational commitment, reflecting fairness and equality within the organization. Hence, gender is not a determining factor in shaping employees' commitment-related attitudes.

**Table -2: SPEARMAN'S CORRELATION**

| Correlation    |   |   | The organization reputation positively influences employee commitment toward work | Clear communication of the organization values and culture strengthens employee loyalty |
|----------------|---|---|---|---|
| Spearman's rho | The organization reputation positively influences employee commitment toward work       | Correlation Coefficient Sig. (2-tailed) | 1.000<br>.170   | -.189 <sup>*</sup><br>.014  |
|                | Clear communication of the organization values and culture strengthens employee loyalty | Correlation Coefficient Sig. (2-tailed) | -.189 <sup>*</sup><br>.014  | 1.000<br>.170   |

\*. Correlation is significant at the 0.05 level (2-tailed).

The Spearman correlation analysis reveals a weak negative but statistically significant relationship between organizational reputation and employee loyalty ( $r = -0.189, p = 0.014$ ). This indicates that while organizational reputation has some influence on employee loyalty, its impact is minimal and inverse in nature. Therefore, it can be inferred that organizational reputation alone does not strongly determine employee loyalty, and other factors such as working conditions, compensation, career growth, and leadership support play a more important role.

**FIG NO: A STRONG EMPLOYER BRAND INCREASE EMPLOYEES MOTIVATION TO REMAIN WITH THE ORGANIZATION**



The table shows that 28% of the respondents strongly agree that a strong employer brand increases employees' motivation to remain with the organization, followed by 22% who agree and 17% who are neutral. However, 22% of respondents disagree and 11% strongly disagree with the statement. This indicates that a majority of respondents have a positive perception toward the impact of employer branding on employee retention, while a

smaller proportion hold a negative view. It is inferred that most of the respondents believe that a strong employer brand increases employees' motivation to stay with the organization, indicating that employer branding plays an important role in enhancing employee retention and organizational commitment.

**SUGGESTIONS**

The organization should strengthen employer branding by improving communication, leadership transparency, and employee engagement, as the link between reputation and loyalty is weak. It should ensure fairness and consistency in HR practices across all levels. Focus on key retention factors like compensation, benefits, career growth, and work-life balance is essential. Regular training, effective reward systems, and periodic employee feedback should be implemented. Promoting a supportive work culture through teamwork and open communication will further enhance employee satisfaction, loyalty, and overall performance.

**CONCLUSION**

The study on employer branding and employee commitment concludes that employer branding factors such as organizational reputation and communication of values have a significant influence on employee attitudes including loyalty, motivation, and organizational commitment. The results indicate a significant but weak relationship between employer branding and employee commitment, suggesting that while employer branding does have an impact, its influence alone is not strongly dominant. The findings further reveal that there are no significant differences in employee perceptions based on gender and department/designation, indicating that employees across different groups share similar views regarding organizational commitment factors. This reflects that the organization maintains a fair, consistent, and unbiased work environment across all levels. Overall, the study concludes that although employer branding contributes to enhancing employee commitment, other factors such as compensation, career development opportunities, work-life balance, and organizational culture also play a crucial role in shaping employee loyalty, satisfaction, and retention.

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