

# An Empirical Study on Employer Branding and Employee Value Propositions in the Digital Economy

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## Abstract

**Purpose:** The main aim of the present study will be identifying the fundamental factors that shape employer preference of graduates. It also looks at the role of company branding, employee experience and employees value proposal in attracting and retaining talent. It examines the contrast between the core values of the workers and fresh graduates with occupations that are required the most in the market.

**Methodology:** This study uses quantitative analysis, achieved with the help of software program SPSS version 23. The gathering of data using graduates is carried out through a systematic questionnaire survey strategy. A purposive sample method was applied in order to analyse it. The aim of the technique is to gather data about the perception of employees about the impact of employer branding on their organization. It conducted ANOVA, regression, descriptive statistics, and Pearson correlation analysis.

**Findings:** The empirical study conducted revealed that the retention of employees is highly dependent on the brand and experience of the corporation. Furthermore, the study also evaluates the key factors affecting the choice of employer among graduates.

**Originality:** This study recommends that employers enhance their strategies to increase employee retention in firms.

**Keywords:** Employee, Employer, Graduates, Employer branding, Employee retention, Employee proposition, SPSS

## 1. Introduction

### 1.1 Background of the study

Employees are a vital function of any firm that needs to enjoy successful careers and engage with the job, colleagues, and work environment. (Ariyanto and Kustini, 2021). The workplace is not only a place where employees receive salaries at the end of the month, but also a place of purpose and meaning. (Pawar, 2020). Organizations are meant to be the sector where employees expose their talent for their individual growth. This ultimately results in the successful development of firms. Employee happiness and satisfaction rely on firms.

Employer branding is a complex and many-dimensional procedure. It is essential to know what sort of value businesses are offering and maintaining throughout the employment of an employee. This study was intended to examine the employer brand value propositions and compare them with the views of current and former workers.

The published results of an empirical research on branding and the concept of Employee Value Propositions (EVP) within the digital economy demonstrate the extent to which these concepts are gaining significance when it comes to attracting and retaining talent in a competitive labor market. Since it is becoming increasingly difficult to create successful employer brands, the given study is set out to investigate how proper employer branding techniques can truly transform how a company is viewed, and therefore make it more attractive among job applicants. The study focuses on how digital tools and platforms influence the perception of the recruiter, especially for graduates who are becoming more dependent on flexibility, task development, and organizational culture. The study aimed to give an understanding of how organizations can integrate their employer branding with EVP by analyzing their interaction. Finally, this study can assist with the comprehension of the changing environment of talent recruitment along with retention in the framework of the digital economy (Dabirian, 2020).

The context of this empirical study on corporate image and EVP in the modern economy is justified by the changing face of recruitment and talent management, where organisations are the equivalent of their reputation as an employer more than the goods and services that they sell in the market. With the increased competitiveness of the labor market in at least the remote work and digital transformation, efficient employer brands have become an essential component of the framework of attracting and maintaining the best personnel.

The practical process of creating a value proposition for the organization's present workforce, as well as potential job seekers, is known as employee branding. The research study notes that digital channels should be used in conveying organizational values, culture, and employee experience are essential tools in the building of a strong EVP that is attractive to potential job candidates. Furthermore, it discusses the rising demands of graduates for increasing demand of flexibility, inclusivity, and chances of career growth, demands on the graduates, and the need for organizations to meet the demands of the graduates through branding strategies directed towards the graduates. Based on the dynamics analysis, the research tries to present some arguments as to why organizations can successfully build on their employer branding practices to triumph in a reputation-based economy. (Mukhopadhyay, 2021).

In recent years, the digital economy has drastically changed both staff administration and marketing strategies. The study exclusively examined the evolving problem of the relationship between employer reputation, EVP, and employee experience within the context of digital transformation, in contrast to standard research that concentrates on a certain set of organizational characteristics. The study is a direct answer to the environments created by the migration of people with digital literacy objectives after graduation, who prefer flexibility, inclusivity, and advanced career growth opportunities, thereby filling a critical gap in the existing literature that overlooks generational shifts in human resources because they tend to assume the workforce is unchanged. This study transcends the sector usually studied (IT) through the application of good quantitative research, with purposive sampling of several other industrial sectors, and makes it easier to generalize the findings. Moreover, the validity of the findings is guaranteed by the use of such complex statistical analyses as ANOVA and regression. Overall, the study presents a novel understanding of how social networks and digital tools represent the new approach to employer branding, as well as offers relevant recommendations to organizations interested in drawing in and keeping the top applicants in the competitive, technologically advanced job market.

Factors such as a pleasant environment, satisfaction, happiness, and several criteria are significant in the digital economy. The economic actions carried out worldwide through digital networks are termed the digital economy. It involves commercial transactions and interactions among professionals, which are supported by information and communication technologies (ICTs). It employs digital technologies to achieve sustainability in organizational performance. While applying for jobs, potential graduates utilize digital platforms to understand the reputation, culture, salary, employer performance, and

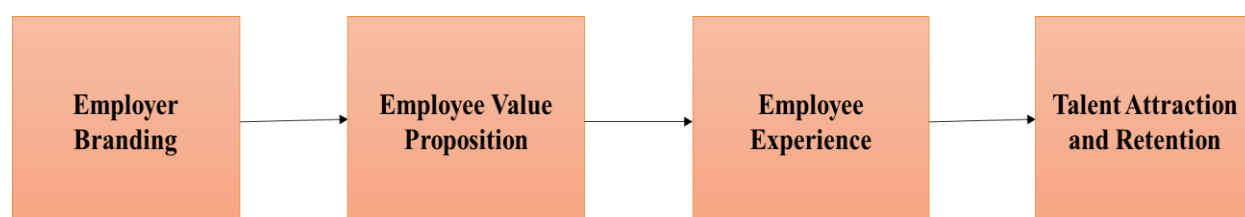
experience of existing employees of firms. This information can be obtained through websites, employer digital platforms, and social networks. (Kashive *et al.*, 2020)

Employer branding is termed the visualization of firms through their employees. (Mascarenhas, 2019). It is the image of firms that attracts talented graduates. It encompasses value, reputation, and work culture in the world market. This necessitates a proactive approach. (Lukić-Nikolić and Lazarević, 2022). It is the process of constructing value propositions for existing employees in firms. (Mihalcea, 2017). This complex process involves the selection of crucial elements for retaining current workers and attracting talented graduates.

Employers are to be assessed to attract and retain members from different generations. Every generation has unique characteristics. (Keppeler and Papenfuß, 2022). It is necessary to motivate them and exhibit attitudes and values while performing employee branding in firms. The graduates of current generations employ investigative analysis of firms and examine unique features compared with those of other firms. Therefore, employer branding is essential for every firm to impress talented graduates in the labor market.(Chandrasekaran, 2020).

The collection of economic, practical, and emotional advantages that come with a job is known as business branding. (Staniec and Kalińska-Kula, 2021). It is denoted as the representation of firms. Constructing and managing employer branding is an efficient opportunity for the organization to produce a competitive advantage. It has a positive effect on graduates who decide to apply for jobs in firms, and motivates them. (Dabirian, 2021). Almost 45% of employers face challenges in the recruitment process of selecting efficient graduates for the appropriate role. (Kuepper *et al.*, 2021). To overcome these barriers, firms focus on employer branding to recruit talented graduates for the growth of the firms.

One tactic that embodies the human capital mindset is branding an organization. This also leads to the generation of competitive differences. It is defined as the variation among the capabilities of human capital and progressive development to attain the objective of firms. (Kumar *et al.*, 2021).



**Figure 1. Conceptual framework of employer brands and beneficiaries for firms**

The framework of the study depicts the sequential linkage between employer branding, EVP, employee experience, and talent attraction and retention in the digital economy. Employer branding is the starting point, which is the process by which an organization strives to acquire a favorable image and convey its values using digital media like social media and company websites. This branding informs the EVP, which includes the economic, functional, and psychological rewards provided to employees, essentially translating what the organization commits to in exchange for their expertise and dedication. The EVP, in turn, affects the employee experience by triggering job satisfaction, engagement, and cultural fit of the company. Positive employee experience strengthens motivation and commitment that ultimately improves the ability of an organization to attract and retain talented graduates and workforce. The model has a rational left-to-right flow, indicating how each of the elements fits and complements each other to deliver a continuous approach of utilizing technology in the management of human capital within the labor market. By integrating such intricately linked components, the framework affects the research concept and the study's actual execution while offering a rational theoretical basis for analyzing the impact of employer reputation and EVP on staff productivity in the digital age.

The extra input summarizes the importance of digital skills to the employability of graduates, regarding the fact that employers currently value the new competency and embrace it as much as they value the traditional qualification. It also talks of the need for educational institutions to change the curriculum to incorporate digital literacy and skills training, thus graduates can handle the modern workforce conditions well. The main objective of this depth regarding the solution to the skills gap is to enhance employment fitness and match the graduate skills with the requirements of employers in the fast-moving digital economy.

Therefore, the research's innovative feature is the incorporation of employer marketing and EVP concepts into the foundation of the digital economy. Additionally, the worldwide effects of digital transformation offer a chance to create a recruitment strategy that emphasizes the value of utilizing social networking sites and digital tools to enhance a company's image and cultivate relationships with potential hires. To ensure that they recruit some of the best graduates, the research also considers the new expectations of graduates of flexibility, diversity, and career move out there to build a career using flexibility and diversity. With the help of these elements, the study provides recommendations on ways through which businesses can change their branding strategies to meet the demands of a labor market that is becoming more and more dependent on technology. Ultimately, it contributes to learning more about the active process of relations between graduate employability and company branding functioning in a rapidly changing economic setting.

## **1.2 Significance of the study**

The recruitment of talented graduates is a challenge faced by firms in the modern world. Employer branding has gained prominence in business to facilitate the attraction and retention of a qualified workforce in the new competitive environment (Priya and Raman, 2021). All organizations are currently using employer branding strategies in selecting the most suitable candidates to work in their businesses towards their economic growth. Companies should also enhance the retention of staff to record progressive growth. The use of employer branding strategies in a volatile employment market enables the employer to align their current employees with organizational culture and personality (Mathushan and Gamage, 2021). The ensuing effect is an increased level of employee interest in their jobs. Eventually, this resulted in a higher value of staff retention in the businesses.

Employers should take the required steps to draw in both current employees and recent graduates in the erratic labour market. Businesses use digital channels to offer effective communication tactics to next-generation graduates who are highly skilled (Raj, 2020). The present study emphasizes the significance of company image and its impact on an organization's value proposition in the digital economy (EVP).

## **1.3 Problem statement**

Talent management is a global issue for firms in volatile environments. Demographic deviation, influence of online communities, and the culture of firms are some of the challenges faced by employers in recruiting appropriate personnel for a specific position. (Ivančević and Vlastelica, 2022). Social media involves the perception of next-generation graduates; hence, every firm must utilize digital platforms to attract existing employees and talented graduates. It is termed the employer branding of firms. (Dzhulai *et al.*, 2022). The firm's cultural values are in line with the company brand. For the creation of workplace engagement, it is important. This leads to a positive impact on the motivation, satisfaction, and loyalty of employees. This resulted in increased employee engagement with the firm. External and internal branding is necessary for every firm to achieve an EVP that attracts and retains talented graduates in the organization. (Monteiro *et al.*, 2020).

## **1.4 Research objectives**

- To determine the main elements influencing graduates' employer selections.

- To investigate how employee experience, employer branding, and EVP might help a business draw in and keep bright new graduates.
- To compare the significant distinctions between the values of the graduates and those who already work, because their jobs are the most in demand on the job market.

### **1.5 Research hypotheses**

The study's hypothesis justifies that effective employer branding and a compelling EVP significantly enhance an organization's image and reputation, thereby positively influencing graduates' intentions to apply for positions. Additionally, it implies that to draw in and keep top talent, branding tactics must be in line with the changing expectations of recent graduates in the digital economy.

#### **Hypothesis 1**

H1: Key factors affect the decisions of employers among graduates

H1<sub>0</sub>: Key factors do not affect the decisions of employers among graduates.

#### **Hypothesis 2**

H2: EVP, employer branding, and Employee satisfaction have a big influence on a company's ability to draw in and keep talent.

H2: EVP, employer branding, and Employers' ability to recruit and retain talent is not much impacted by employee experience.

#### **Hypothesis 3**

H3: There is variation among the key values of employed and graduates whose work is most in demand in the labor market.

H3<sub>0</sub>: There is no variation among the key values of employed and graduates whose work is most in demand in the labor market.

### **1.6 Paper organization**

The following order is followed throughout the article: An overview of employee values in enterprises, employer identity, and employee proposal values is given in Section 1. This section also describes the significance of research. The existing body of academic research on the issue is outlined in Section 2. In Section 3, the study technique is presented, and the analysis findings are given in Section 4. Section 5 provides examples of the study's shortcomings and debate. A final discussion of the study's results and recommendations for further research will conclude Section 6.

## **2. Literature review**

### **2.1 Evolution and Importance of Employer Branding**

In today's increasingly competitive labor market, employer image is a vital strategic tool for businesses looking to draw in, engage, and keep top talent. To distinguish a business as an employer of choice, Ambler and Barrow (1996) first proposed the concept of employer branding. They describe several practical, financial, and psychological advantages that come with employment. Over the past 20 years, this has undergone significant change, particularly with the emergence of the digital economy, where networking websites and internet platforms have changed how businesses convey their EVP to both present and prospective workers.

Kuşcu (2020) emphasizes that social media have changed the role of communication channels mostly nowadays so that companies can introduce themselves to broader audiences and interact with potential employees more interactively. Such a tendency is particularly necessary to the appeal to younger populations, such as the Millennials and Gen Z populations, who rely primarily on digital media to research potential employers and form impressions of organizational culture and values (Arriscado *et*

*al.*, 2019). Go ahead to emphasize that employer branding must resonate with the vision and mission of an organization, and the social networks must be employed in a bid to build a powerful corporate reputation, which appeals to these cohorts that are digitally savvy.

## **2.2 EVP as a Core of Employer Branding**

The foundation of EVP is company identity, which is the distinctive set of advantages and incentives staff members get in return for their knowledge, expertise, and experiences. An examination of 15,000 employer reviews in the IT sector using rich content, Dabirian *et al.* (2019) discovered eight main EVP dimensions: social, application, interest, economic, development, brand image, management, and work-life balance. The dimensions provide a clear idea about what the employees are most concerned about and which approaches may help the organizations shape their employer branding strategies according to such expectations.

The study done by Bagienska (2018) explored the linkage between EVP and employer branding by analyzing the corporate websites of listed companies. The open and explicit communication of EVP dimensions lends an immense hand to employer branding since it makes an organization more appealing to a potential employee. Nonetheless, Mukherjee *et al.* (2018) observed that, although employer identity has become one of the fundamental determinants in employee retention, not much is understood about the explicit relationship between brand awareness and EVP, especially in the digital economy.

For Generation Z, EVP has to extend beyond the usual compensation and benefits to encompass flexibility, inclusivity, and worthwhile career development prospects. (Nikolić and Lazarević, 2022). (Panday *et al.*, 2022) Their research shows that social media is crucial in communicating these EVP aspects successfully, affecting job application rates among young graduates in the e-commerce industry. According to their findings, companies that can successfully bridge the gap between EVP and Online communication techniques may find themselves within a favorable position to draw in and hold on to high performance levels.

## **2.3 Digital Platforms and Their Transformative Role in Employer Branding**

The digital economy has changed employer branding by providing new gateways and tools with the help of which companies can communicate with their employees or prospects. In knowledge-based firms, Mukherjee *et al.* (2018) recount the wave of digital technologies such as social networking sites, cloud, and analytics to improve the level of interaction in the workforce and the recruitment processes. The online resources allow communicating in real time, customizing it, and reaching more people, which is essential to building a compelling employer brand.

The impact of the availability of Employee-Generated Content (EGC) and Firm-generated content (FGC) on LinkedIn can impact perceptions of employer brands and employer brand attractiveness, and both have a significant extent of influence, as examined by Joglekar and Tan (2022). Based on their analysis, they make it point out that it is important to integrate employees as brand ambassadors in social media platforms, therefore, creating corporate reputation and also appealing to talent.

The experiences of recruiters using LinkedIn's child system to recruit business graduates were examined (Valdez *et al.*, 2024), and it was recorded that personal branding and profile management are important factors in determining the success of recruitment. Due to the growing importance of online presence and personal branding in the aspect of recruitment, the phenomenological research performed by the authors brings the said attention to the forefront. Also, indicate that social media is also an HR tool as it strengthens hiring, engagement, and retention (Nazeer *et al.*, 2024). They argue that companies must come up with appropriate policies and strategies to tackle the risks and issues of social media adoption in HR operations.

Hein *et al.*, (2024) conducted a quasi- experiment on final-year graduates trying to ascertain how workplace branding cues affect the attraction of employers. Their results demonstrated the highly

beneficial effects of an employer branding approach that is in line with workers' prior preferences in attracting talent, which emphasizes the importance of mapping employee expectations and integrating them into branding strategy.

## 2.4 Research Gaps

Regardless of the augmented study on EVP and employer branding, several gaps exist. The focus of the majority of studies is rather narrow, often even concerning specific industries such as e-commerce or IT (Dabirian *et al.*, 2019b; Panday *et al.*, 2022), causing the external validity of the results to be lacking. The bulk of the studies also tend to study Millennials or Gen Z and fail to pay full attention to the complexities of being a multi-generational workplace (Arriscado *et al.*, 2019). Moreover, brand awareness and EVP, and in particular the concurrent influence they have on employee retention and attraction in the digital economy, are also understudied topics (Mukherjee *et al.*, 2018). Available literature also lacks those substantive research studies that combine and utilize both qualitative and quantitative approaches to present a comprehensive view of employer branding effects in various industries. The given studies will close these gaps as this research focuses on the study of employer brands and EVPs across various branches of the digital economy with the help of an effective quantitative study and a purposive sample of graduates of diverse disciplines. By doing that, it will also provide more valid generalizations and practical recommendations to organizations that have to deal with the problem of talent recruitment and retention in a technology-intensive labor market.

**Table 1: Comparative analysis of previous works on employer branding**

Author name and year	Aim	Methodology	Results	Limitations
(Dabirian <i>et al.</i> , 2019b)	To explore the value of brand recognition in the IT industry	Content analysis has been performed on 15,000 employee reviews	The eight values are social, application, interest, economic, development, brand image, management, and balance in work and life culture. This value proposition aids IT managers in understanding the significance of employer brands in retaining skilled employees in their firms.	Lack of generalizability in outcomes due to a special focus on IT sectors
(Dabirian <i>et al.</i> , 2019a)	To assess employer branding using the information age	The study gathers data from IT employees in North America and analyzes it through	The analysis's conclusion highlights the importance of brand value	Lack of generalizability in outcomes due to a special

		the AMOS software tool.	propositions to IT industry workers.	focus on IT sectors
(Bagienska, 2018).	Examining the connection between workplace branding and EVP is the main objective of the typical study.	Morphological analyses are conducted to evaluate the EVP of prospective employees.	The analysis's implications reveal that the data fetched from firms' websites would exhibit EVP for the employees.	In-depth analysis is required.
(Mukherjee <i>et al.</i> , 2018)	The typical study's goal is to analyze the digital economy in terms of how employer marketing is gradually evolving to draw and keep workers for businesses.	It gathers data from 410 Gen Y students and analyzes it through SPSS	The present status of employer branding has been investigated, and its beneficiaries in the firms were evaluated.	It failed to examine the correlation between brand awareness and the EVP of the firms.
(Panday <i>et al.</i> , 2022)	The purpose of the study is to examine the relationship between digital media and employer branding principles in order to impress the graduates in the e-commerce industry.	The study gathers data from 164 respondents of Gen Z in Bekasi city	Knowledge of the conclusion of the analysis demonstrates that social media and corporate branding have a great influence on the attraction of an application in the job sphere.	In-depth analysis is required.

### 3. Research methodology

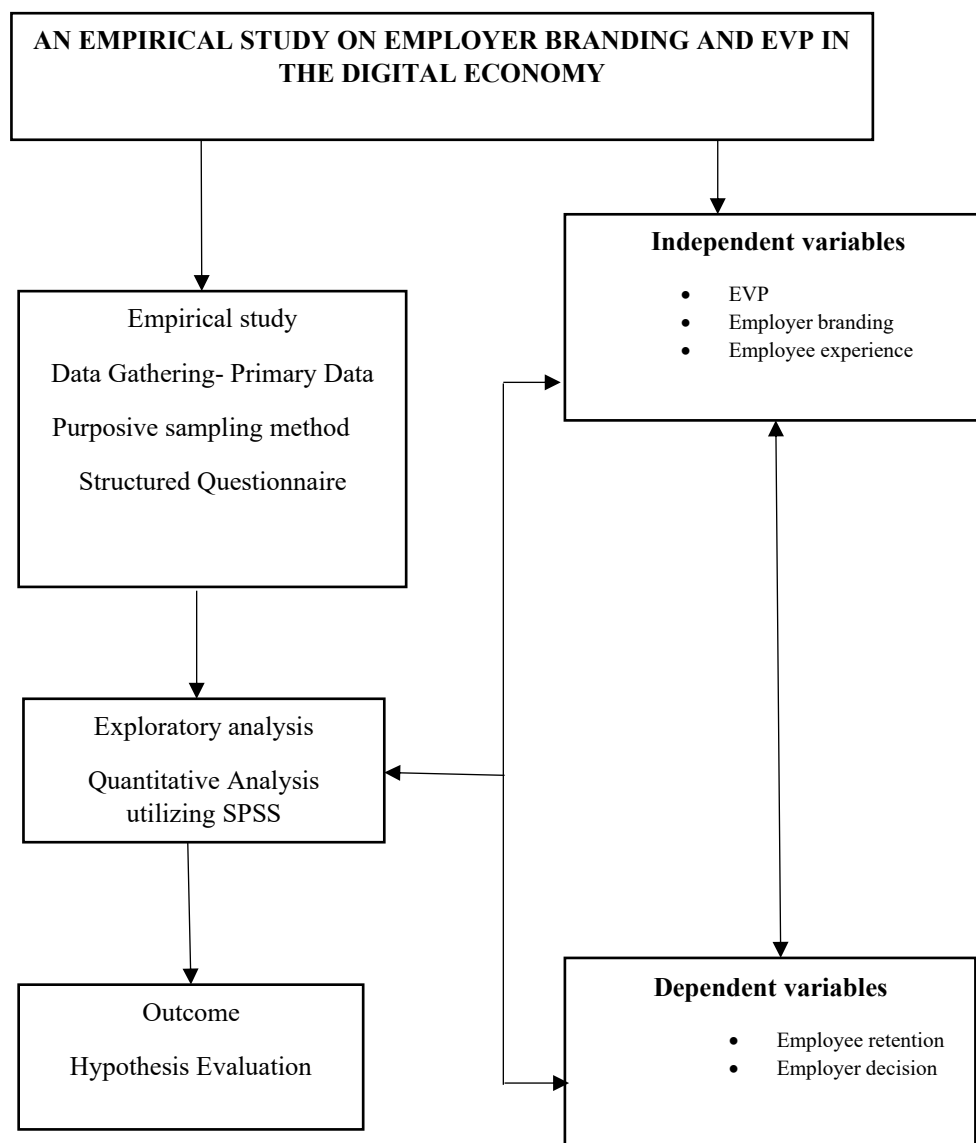
#### 3.1 Research Design

The research design gives the whole structure of the study. Research design refers to the process of setting up an establishment of an apparent framework that will act as the foundation of the study. Research design is the way that the researcher collects information and breaks it down to answer the research question or purpose. In other words, the research design provides scholars with a blueprint on how the research questions can be answered and the variables under study to be tested (Baur). To collect information on the study variable and research topic, the current study uses a quantitative research approach. A quantitative approach through a survey will be employed to gather information about the graduates. The issues to be investigated and variables of investigation of the current study



will be included in the questionnaires (Mohajan,2020). The quantitative study resorts to using surveys and questionnaires to obtain the primary data (Surgucu and MASLAKCI, 2020).

The quantitative research design has been selected in this study to discuss interrelationships between employer branding, EVP, employee experience, and talent retention. In this cross-sectional study, the needs of the research are addressed by relying on the information collected at a specified moment to establish the preferences and impressions of participants. As the primary data collection tool, a structured questionnaire was used, and statements regarding the characteristics to be gauged were prioritized among the objectives of the study. The quantitative approach ensures that there is objectivity, and statistical analysis of the association between important variables is possible.



**Figure 2. Research strategy**

The data are gathered from graduates. Opening the associations and connections between the variables assigned in the study is carried out through the execution of an ANOVA and calculating the frequencies of the variables. Figure 2 indicates the procedure that was employed in the study. The variables EVP, employee experience, and employer branding are independent. Dependent variables include employee retention and decision of the employer.

### **3.2 Data collection strategy and participants**

It was conducted online, where the survey was administered to the participants via email and social media websites due to convenience and easy accessibility to the survey. Respondents were given detailed guidance on how to fill in the survey, together with confidentiality assurances. Data collection was guided by ethical considerations, such as the obtaining of informed consent from all participants before they engaged in the study.

### **3.3 Data Sampling and Sample Size**

The sample size of the study has to be selected discriminately for every type of research to obtain unquestionable and extensive data (Stratton, 2021). This research selects an adequate participation of sample size to obtain information on the perceptions of the workers in the different industrial sectors (Lakens, 2022). The study was based on the employed and actively seeking work graduates. The purposive sampling method was employed in selecting the sample that would provide insightful information about employer branding and EVP in the digital economy. The size of the sample was 163 participants who had received various levels of education and worked in diverse fields, thus offering different opinions. This particular sample size was assumed to be sufficient to offer reliability and validity in terms of statistical analysis.

### **3.4 Research instrument**

The principal research instrument applied in the present study was a structured questionnaire. The formulation of the questionnaire rested on a rigorous literature review and confirmed scales to ensure the correctness of the measures of the constructs under investigation. The four-part questionnaire carried four sections:

1. Employer Branding: Questions that gauge the reputation, culture, and online presence of an organization.
2. EVP: Items measuring economic, functional, and psychological benefits that are offered by employers.
3. Employee Experience: Questions to measure workplace satisfaction, interaction, and alignment of the values of the organization.
4. Talent Retention: Aspects that investigate factors that influence the entry or retention of graduates in an organization.

The scale of 5 points in a Likert response scale (1 = Strongly Disagree to 5 = Strongly Agree) allowed standardization of the response items and thus results to be subjected to statistical analysis.

To guarantee reliability, Cronbach's alpha was computed for every section of the questionnaire, which gave a total value of 0.738, showing good internal consistency. Content validity was confirmed by expert review and comparison with theoretical frameworks of previous research on employer branding and EVP.

### **3.5 Data analysis**

In this study, the quantitative analysis is applied (Jung 2019). Data collection can be identified as the process of acquiring information with the help of various sources of information to make conclusions about the variables that are under study. SPSS is a software mainly used by many researchers in both quantitative and qualitative analysis. The program does a lot of text analysis, data integration, descriptive statistical analysis, freely available extensibility, and machine learning-related tasks. Mostly, data gathered among the targeted people, including empirical and qualitative data, are analyzed with SPSS software. The program encompasses the scale of the questions and metamorphoses. This application will assist scholars in improving their studies by identifying the study difficulty and providing solutions for the challenges discovered through statistical analysis. Additionally, this program assumes a statistical impact among the research variables and is used to

assess the hypotheses of the study. As a result, SPSS software is used in this study to examine the test hypotheses. SPSS version 23 software was used to code and process the collected data. The statistical techniques that were employed were:

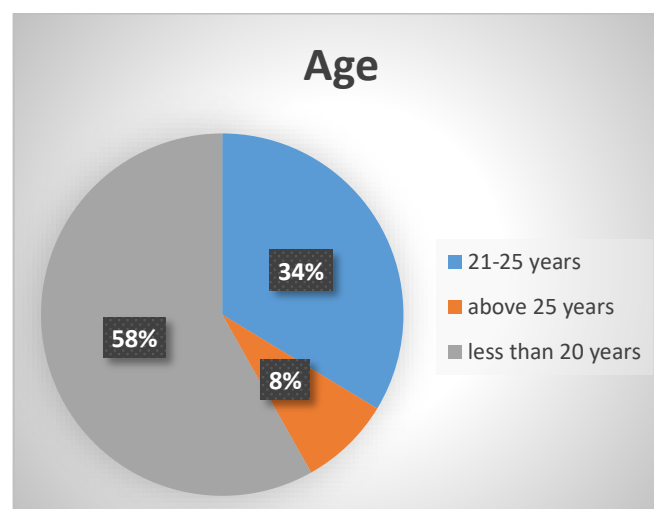
- Descriptive Statistics: To summarize the demographic information and important variables.
- ANOVA (Analysis of Variance): To investigate variations in collective perceptions.

### 3.6 Ethical consideration

The analysis of the research will be conducted in a manner that allows possible to outlining certain ethical standards. This study is built on the effects of company branding, value, and employee propositions on employee retention. Employers go through several variables when selecting staff. Before the survey assessment by the researcher, the morals involved in the study were maintained, and the data were made available to the participants at an earlier stage. The participants in no way are forced to give their answers. Only willing respondents have been selected to do the survey analysis. They will simply participate by filling in the questionnaire; they are not forced to include their personal information and reports. No incorrect data is present in the study because primary data is used in analyzing the data. All the information that was gathered and organized was made very confidential. This is based on their skills derived from this research project, and these are ethical problems or issues considered by the researchers in the study analysis.

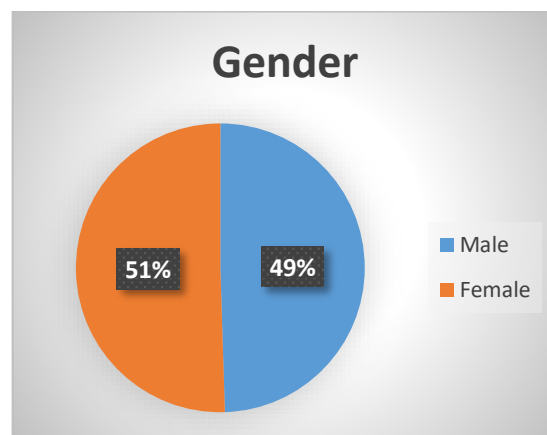
## 4. Results

The data retrieved through survey questionnaires was analyzed using the SPSS software program. The findings were then evaluated based on the variables used in the study. The fact that the research design was well thought out means that it addressed the objectives of the study adequately. Additionally, a thorough examination of the responses is conducted using the various demographics.



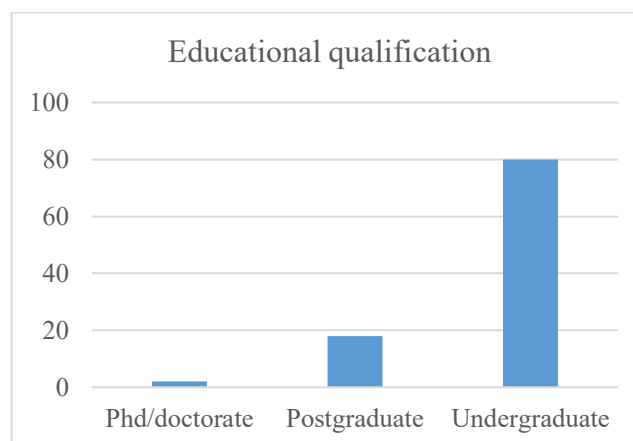
**Figure 3: Age groups of graduates**

Figure 3 illustrates the age groups of the graduates. Many of the responders were under the age of twenty. This group made a greater contribution to the research study and possesses up-to-date information about organizational behavior in hiring. The contributions of these techniques improve research's accuracy and precision.



**Figure 4: Gender of the participants**

Figure 4 illustrates the gender of the participants. Both men and women made equal contributions to the study. Their equal contributions improve the research's accuracy and precision. Of the respondents, 49% were men and nearly 51% were women.



**Figure 5: Educational qualifications**

The interviewees' educational backgrounds are examined. Undergraduate students make up about 80% of the replies. Of those surveyed, 18 percent earned a postgraduate degree. Just 2% of those surveyed have a PhD. Undergraduate participants made more contributions to the study (Figure 5).

### Reliability Test

**Table 2: Reliability Statistics**

Cronbach's Alpha	N of Items
.738	10

Based on the responses of the 163 participants, the reliability test was analyzed via SPSS version 23.0. Scaling analysis is used to determine the outcome of the reliability test. If the value of Cronbach's alpha is less than 0.59, the questions in the questionnaire are not acceptable. If the value falls between 0.5 and 0.59, the considered questions are poor. If the value is between 0.6 and 0.69, it is questionable. If the value is between 0.70 and 0.79, the questions are good. Finally, if the value is greater than 0.90, the considered questions are excellent. In the present study, the Cronbach's alpha value for all the participants is 0.738, as shown in Table 2, which indicates that the questions are good and can be considered for the main analysis.

## Hypothesis 1

### Descriptive statistics

It is utilized to determine the values of arithmetic and standard deviation of the variables. This section discusses the relationships among the variables.

<b>Table 3: Descriptive Analysis</b>					
	<b>N</b>	<b>Mn</b>	<b>Mx</b>	<b>M</b>	<b>Std. Dev.</b>
Pleasant as well as interesting organizational environment, Occasions for individual growth (incessant development and achievement of new knowledge and skills)	163	1	5	4.55	.631
The package of the salary plays a significant role among graduates to work in an organization	163	2	5	4.33	.685
Attracting benefits like paid parking, gym, and private health insurance helps the organization retain its employees	163	2	5	4.18	.777
Employees' preference for work from home or onsite helps the employees improve their productivity	163	2	5	3.96	.827
Employees analyze the company's reputation through comments on social and professional networks	163	2	5	4.01	.749
Valid N (listwise)	163				

The descriptive analysis table presents the mean (Mn), minimum (Min), maximum (Mx), mean score (M), and standard deviation (Std. Dev.) for various factors influencing graduates' employment decisions. The first item, "Pleasant as well as interesting organizational environment," received the highest mean score of 4.55, indicating that graduates highly value a positive work atmosphere. Following this, the significance of salary packages scored a mean of 4.33, suggesting that financial compensation is also a crucial factor for graduates when choosing an employer. Other notable factors include attractive benefits like paid parking and health insurance, which had a mean score of 4.18, and preferences for work-from-home or onsite arrangements, which scored lower at 3.96, reflecting moderate importance in enhancing productivity. Lastly, the analysis reveals that graduates consider company reputation through social and professional networks, with a mean score of 4.01, emphasizing the impact of external perceptions on their employment choices. In sum, these insights outline the major factors to which organizations must pay attention when trying to attract and retain graduates successfully. Therefore, Hypothesis 1 is proven, and the null hypothesis is rejected.

**H1: The key factors affecting the decisions of employers among graduates** have been proven from the above analysis.

## Hypothesis 2

### One-way ANOVA Test

It is used in the establishment of the effect of independent variables and the research aim on the dependent variable, as well as in examining the variation. (Liang *et al.*, 2019).

Table 4 ANOVA						
		SOS	df	M <sup>2</sup>	F	S
Pleasant as well as interesting organizational environment Opportunities for individual growth (incessant improvement and achievement of new information and skills)	Between Groups	3.765	4	.941	2.453	.048
	Within Groups	60.640	158	.384		
	Total					
Enticing benefits such as paid gym, private parking, and health insurance aid the organization in retaining the workforce	Between Groups	3.250	4	.813	1.357	.025
	Within Groups	94.590	158	.599		
	Total					
A package of wages is crucial among graduates working in firms	Between Groups	8.231	4	2.058	4.790	.001
	Within Groups	67.880	158	.430		
	Total	76.110	162			

Table 4 shows ANOVA of the three most important factors in the decision of the graduates to be taken or not into the organization, that is, organizational environment, tantalizing benefits, and salary package. In the first factor which is, "Pleasant as well as interesting organizational environment", between-groups sum of squares (SOS) is 3.765 with a mean square (M2) of 0.941, which gives an F-value of 2.453 and significance level (S) of 0.048, which is less than alpha of 0.05, so it is significant at 0.05 level. The other left-side factor, the Enticing benefits, has the SOS between-group 3.250 and the F value of 1.357, that have a significance level of 0.025, which proves the differences between the groups to be significant as well. The most pronounced effect is observed in the third factor, "Package of the wages," which has an SOS of 8.231, an M2 of 2.058, an F-value of 4.790, and a highly significant p-value of 0.001, indicating that salary packages are a crucial determinant in graduates' employer choices. Overall, these results highlight the importance of these factors in shaping graduates' perceptions and decisions regarding potential employers.

**H2: The significant impacts of EVP, employer branding, and employee experience on attracting and retaining talent in firms** are proven via the above ANOVA test.

### Hypothesis 3

Table 5 ANOVA						
		SOS	df	M <sup>2</sup>	F	S
Graduates think that having a career plan is important to them, but employers' perception would not support the graduates' career plans	Between Groups	20.582	4	5.146	8.709	.000
	Within Groups	93.356	158	.591		
	Total					
Fake resume of graduates impacts on the organization	Between Groups	9.085	4	2.271	3.665	.007
	Within Groups	97.908	158	.620		
	Total	106.994	162			

Table 4 illustrates and evaluates the perceptions of graduates regarding their career plans and the impact of fake resumes on organizations. For the first factor, "Graduates think that having a career plan is important to them, but employers' perception would not support the graduates' career plan," the between-group sum of squares (SOS) is 20.582, with a mean square (M2) of 5.146, resulting in an F-value of 8.709 and a highly significant p-value of 0.000. This indicates a strong, statistically significant difference among groups, suggesting that perceptions regarding career planning vary significantly between graduates and employers. The second factor, "Fake resumes of the graduate's impact on organizations," shows a between-group SOS of 9.085, an M2 of 2.271, an F-value of 3.665, and a significance level of 0.007, also indicating significant differences in perceptions related to the consequences of misleading information on resumes. Overall, these findings highlight critical discrepancies between graduate expectations and employer perceptions, as well as the serious implications of resume integrity for organizational hiring practices. Therefore, the outcome of one-way ANOVA rejects the null hypothesis.

**H3: There is significant variation among the key values of employed and graduates whose work is most in demand in the labor market,** as proven by the above ANOVA test.

The findings show that EVP and employer branding play an essential role in defining employee experience and determining employment choices among graduates. The statistical tests yield solid evidence for the study's hypotheses, which connect theoretical frameworks with empirical findings. These findings emphasize the necessity of harmonizing organizational strategies and graduate expectations to develop talent attraction and retention in the digital economy.

## 5. Discussion

The present study's result examines the factors affecting employer decisions through descriptive statistical analysis. The ANOVA test demonstrates the significant impact of company branding, employee proposition value, and workforce stability in firms. The present study also highlights the significant variation among employees and graduates who await jobs and who have different perceptions of the labor market.

Previous studies (Nikolić and Lazarević, 2022) Have examined the factors that impact employer choice. The descriptive analysis revealed three main key factors, namely, career advancement, a pleasant atmosphere, and personal development opportunities, with mean values of 4.64, 4.53, and 4.52, respectively. Similarly, the present study reveals that a pleasant organizational environment achieves a high mean value of 4.55 and SD (0.631), followed by salary packages and benefits such as paid parking, providing health insurance, and implementing gyms in firms. These are the main factors influencing graduates' choice of employers.

Similarly, a conventional study (Samoliuk *et al.*, 2022) Proves that there is significant variation among employers and future graduates inclined toward organizational employment. For individuals with job experience, the wage amount is considerable, according to the ranking parameters. People consider professional growth and training possibilities when selecting an employer brand. The present study also reveals significant variation in the analysis of professional development, work culture, and pleasant environments for employees and talented graduates in the labor market.

Similarly, the prevailing study (Kumari *et al.*, 2020) Reveals the significance of employer branding and its benefits in achieving effective recruitment for firms. It employs five value propositions. Functional and economic benefits are significant pillars of employer branding. Therefore, the value proposition aids in the effective recruitment of firms. The pattern matrix shows that the social value related to the work atmosphere is likely enjoyment and association with colleagues and employers. The economic value enables potential employees to be attracted. The application value delivers new things and belongingness to the working atmosphere. The importance of brand recognition in

businesses and its function in drawing and keeping prospective graduates in the job market are also discussed in this study.

### 5.1 Limitations

The significant shortcoming of the study is the broad diversity of features among the respondents. Consequently, this means that the results might not be generalizable. Human activity is a moving module that cannot be maintained at a constant level. Consequently, the findings of the study are always influenced by the change in behavior of employees. However, the findings at the end of the research may be of use to improve the practices of hiring people in various industries.

### 6. Conclusion

The present research has explored the pivotal role played by employer brands and EVPs in recruiting and keeping excellent graduates in the digital economy. Through the use of a systematic questionnaire and intense statistical analysis, the research has proved that a conducive organizational climate, decent salary scales, and good remunerative benefits have a critical impact on the hiring decisions of graduates. The results affirm that EVP and employer branding are related concepts that influence employee experience, which in turn influences talent attraction and retention. Further, the article identifies the importance of companies aligning their strategy to the differing expectations of their workforce by showing the existence of significant differences in attitude between job searchers and employed graduates.

The findings of this study have a robust implication in research, practice, and society; the consequence almost directly bridges the theoretical-conceptual to-application fissure. Research-wise, the study contributes to the existing body of knowledge by probing the issue of employer branding and EVP within the issue of the digital economy to answer the gaps that involve different industry settings and the evolving needs of the workforce. It provides a larger framework that further researchers can use, namely by exploring multi-generational dynamics in the workforce and supplementing the data with qualitative information. However, in practice, the organizations can use these discoveries to develop competent employer brand practices in line with EVP with digitally young graduates and older employees, making talent attraction and reducing turnover, and increasing organizational performance. The EVP should establish flexible work practices, competitive remuneration, and career development opportunities in an endeavor to ensure higher employee engagement and satisfaction among HR professionals. They can also incorporate these findings into the HR curriculum of courses so that students are better prepared to deal with present-day recruitment problems. Society-wise, the study illustrates the importance of efficient and thorough EVP communication in shaping the societal policies entailing support of fair recruitment processes and labor diversification. Organizations assist in contributing to a quality of life for the employees in the workplace by fostering successful workplace cultures on topics of work-life balance and mental health, as well as influencing a change of opinion in favor of ethical jobs in society.

### 7. Declaration

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