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## **IMPACT OF EMPLOYEES' BRANDING AT PHARMACEUTICAL COMPANIES IN TAMILNADU**

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### **ABSTRACT**

*A strong employer brand should connect an organisation's values, people strategy and HR policies and be linked to the company brand. Internal Branding is concerned with the current and potential employees' information about the employment experience and what is expected of them. In HR practices, the role of the HR Department plays a vital role nowadays in applying employer brand management to the employee experience, which is a more recent focus and may be considered underexplored. Building organisational commitment and influencing workplace behaviours that drive employee engagement, which will enhance high performance for the learning and development function in a firm. This paper emphasises Employer branding in Pharmaceutical companies. This paper focuses on Tamilnadu as its geographical location. This paper also reveals the importance of HR branding.*

**KEYWORDS:** Employer branding, HR branding, internal branding, external branding.

### **INTRODUCTION**

Employer branding is the process of creating an identity and managing the company's image in its role as an employer. As organisations are complex, open systems, single interventions are not enough. The employer brand has to be aligned and congruent with what the company delivers to the employee, customer, public and shareholder.

**Factors that Impact the Employer Brand are:**

1. Reputation/ integrity
2. Culture
3. Recruitment/orientation
4. Pay and benefits
5. Work /Life balance
6. Leadership and management
7. Performance management, growth and development

Of these seven factors in the employer branding model, four have proven to be crucial for a large majority of high performing employees. These are:

1. Culture
2. Pay and benefits
3. Leadership and management
4. Performance management, growth and development.

Only two of these four factors form a crucial part of the employer brands of majority companies: A highly developed culture and outstanding leadership; and management qualities.

### **Employer Brand**

An employer brand is a collection of ideas and beliefs that influence the way current and potential employees view an organization and the employment experience that organization is offering. It communicates the company's culture and values and helps to ensure employees are passionate about, and fit in with, the organizational culture to help move the company forward. "Employer branding" is an emerging discipline with its roots in marketing as well as HR principles. Its aim is to develop an image of the organization as an 'employer of choice' in the minds of existing and potential employees, as well as other stakeholders including customers and recruiters. The objective is not only to offer these tangible benefits, but to also develop an emotional link with them. A strong employer brand should connect an organization's values, people strategy and HR policies and be linked to the company brand. The employer branding is focused on building the brand name of the employer on the job market. It is focused on developing the positive relationship with employees and target groups on the job market (potential pools of candidates for the future job vacancies). The employer branding is the essential part of the recruitment and staffing area and consumes a significant proportion of the HR budget.

### **AIM OF THE STUDY**

Globally, many organizations now use employer HR branding as bait for attracting and retaining talent. This is in view of the challenges inherent in recruiting top talent, which can be a very tall order. Thus organizations splash huge resources and efforts on building the 'right image', its values, culture and character, in the hope of appealing to potential and current employees. For obvious reasons, it is only companies with stronger employer brands that are better placed to win this relentless war for rare talent. The increasing focus on competitive advantage is leading many firms to rethink their employer brand. 'India, Inc.'—a common term used in India to refer to India's corporate sector aims to positively build on opportunities as the world economy strengthens, and the employer brand is a prime example of a progressive HR practice in India.

### **STATEMENT OF THE PROBLEM**

Companies are struggling to transform their businesses to meet the urgent call of digitalization. Nearly 67 per cent of leaders believe their businesses must become significantly more digital to be competitive, but often digitalization strategies may be too underdeveloped or siloed to be truly transformative. In today's volatile competitive context, employer branding will be important to organization's future success. Employer branding is widely adopted in dealing with independent developmental process, and how to create a competitive advantage and enhancement. This study shows how the framework of employer branding can support organization retention and development.

### **OBJECTIVES OF THE STUDY**

1. To analyse the level of time management system (Functional Value, Psychological Value, Economic Value, Development Value, and Social Value) as opined by the respondents of selective pharmaceutical companies in Tamil Nadu.
2. To examine the relationship between different attributes of the time management system (Functional Value, Psychological Value, Economic Value, Development Value, and Social Value).

3. To provide suitable suggestions.

### **REVIEW OF LITERATURE**

The employer branding is about the communication of the expectations and benefits provided for meeting the expectations of organizations.

Many organizations focus on the communication a quick career path; many organizations focus on the communication for the friendly and fair internal environment. The organizations build the competitive advantage using their corporate cultures. They build the competitive difference in human capital management and development. The employer branding is not only for the recruitment activity. It is mainly driven by the recruitment function, but it incorporates different HR Processes to build a complex picture of the organization as a preferred employer on the job market. Chhabra and Mishra (2008,) have defined Employer Branding in the following way: “Employer Branding is the process of creating an identity and managing the company’s image in its role as an employer. An organization brand lives in the minds of its customers –its employees. The customers may have positive or negative association with the brand.”

Mark Gray (2008) , “Employer branding is an emerging discipline with its roots in classical marketing and brand management principles. It aims to position an image of a company as ,a great place to work’. The idea is first to develop an emotional link with the best talent, and then offer prospective candidates tangible benefits based on evidence. The promise and fulfilment of an employer brand enables the attraction, motivation and retention of appropriate talent for the business to continue delivering on the corporate brand promise.”

Sartain and Schumann (2006) defined employer brand as: “how a business builds and packages its identity, from its origins and values, what it promises to deliver to emotionally connect employees so that they in turn deliver what a business promises to customers.”

Brett Minchington (2005) defines “employer branding as ,the image of your organization as a ‘great place to work’ in the mind of current employees and key stakeholders in the external market (active and passive candidates, clients, customers and other key stakeholders).”

### **RESEARCH GAP**

Global time management is gaining attention from academicians but the main problem persists that there is no consensus around the definition and the mechanism of the concept. Time management has been into debate for more than a decade and practitioners and scholars have long argued about the concept. There is obviously a need for further research, not only to set up a clear and consensual definition of time management and its positioning within the theoretical body of human resource management but also to demonstrate the value of time management through empirical studies in order to build up its scientific validity and its managerial relevance.

### **RESEARCH METHODOLOGY**

The study is descriptive in nature. The primary and the secondary data were adopted for the collected data. The secondary data was collected from previous literature and journals. The primary data consist of structured questionnaire. The questionnaire constitutes the attributes of Time Management. The pilot study with a sample of 50 respondents was conducted to check the reliability statistics. The Cronbach’s Alpha value for the attributes of Time Management were found to be more than 0.8, this clearly signifies that the questionnaire is reliable. After reaching the approved alpha value, the researcher has moved forward for the major research in the prescribed geographic location and the industry.

The geographic location and the target industry selected for the study pharmaceutical companies in Tamilnadu. The population of the study is the employees, who are working in these top ten pharmaceuticals companies in Tamil Nadu. Since the total numbers of employees working in the respective companies are not exactly available in record, so the

researcher has considered the population as infinite population. The researcher has taken only the top ten major pharmaceuticals players in Tamil Nadu. The top ten companies are (\*<https://www.pharmafaq.in/top-10-pcd-pharma-companies-in-tamilnadu/>)

1. Indian Immunologicals Limited
2. Micro Labs Limited
3. Zota Pharmaceuticals PVT LTD
4. Eucare pharmaceutical Pvt Ltd
5. A to Z Pharmaceuticals Pvt. Ltd
6. Aassk Pharmaceuticals Private Ltd.
7. Aastik Pharma Pvt. Ltd (Pcd Franchise Company in Tamilnadu)
8. Abhilash Chemicals Pvt. Ltd
9. Acmey Inc.
10. Actavis Pharma Manufacturing Pvt. Ltd

These companies have been considered as the research area for the current study. The top ten pharmaceuticals companies has been selected based on companies' performance, growth trend, client base, market presence, training interventions, large scale projects of different industry verticals. The random sampling technique was adopted by the researcher to select the samples for the study. According to the Demorgan's table for an infinite population 663 sample sizes is required with a confidence level of 99 percent and with the confidence interval of 5 percent. The researcher has distributed around 700 questionnaires and 674 questionnaires were returned and answered. The remaining 26 questionnaires were returned and found to be biased and unanswered, so, the researcher has confined the sample size as 674. The collected data were fed into Statistical Package for Social Sciences (SPSS) 20 version, popularly used Statistical Software for Social Research Analysis. The statistical tools used for analysis were Bivariate Correlation and Structural Equation Modelling

#### ANALYSIS AND INTERPRETATION

Bivariate correlation (relationship among the variables of time management), the analysis measures the relationship between the variables of "Employer Branding", The Bivariate Pearson Correlation has been used to measures the relationship between the variables. The correlation analysis is as follows;

**Table 1**

#### **Correlation among the Variables of "Employer Branding"**

H<sub>0</sub>: There is no significant correlation between the variables of "Employer Branding".

Variables	Test	FV	PV	EV	DV	SV	EB
FV	PC	1					
PV	PC	.051	1				
EV	PC	.386**	.107**	1			
DV	PC	-.031	.002	-.003	1		
SV	PC	-.038	-.070	-.009	.442**	1	
EB	PC	.247**	.088*	.275**	.178**	.120**	1
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							
Pc – Pearson Correlation Value							

Positive Correlation: The independent variable Functional Value has positive correlation with the dependent variables Economic Value (Pearson Correlation Value = 0.386) and Employer Branding (Pearson Correlation Value = 0.247). The independent variable Psychological Value has positive correlation with the dependent variables Economic Value (Pearson Correlation Value = 0.107) and Employer Branding (Pearson Correlation Value = 0.088). The independent variable Economic Value has positive correlation with the dependent variable Employer Branding (Pearson Correlation Value = 0.275). The

independent variable Development Value has positive correlation with the dependent variables Social Value (Pearson Correlation Value = 0.442) and Employer Branding (Pearson Correlation Value = 0.178). The independent variable Social Value has positive correlation with the dependent variables Employer Branding (Pearson Correlation Value = 0.120). No Correlation: the independent variable Functional Value has any correlation with the dependent variables Psychological Value, Development Value, Social Value. The independent variable Psychological Value has no correlation with the dependent variables Development Value, Social Value. The independent variable Economic Value has no correlation with the dependent variables Development Value, Social Value.

**Structural Equation Modelling**

In this part the impact of the independent variable over the dependent variable is measured using the path analysis. The influence is found out using Regression Weights and the degree of change in the independent variables is found out using squared multiple correlation. The analysis as follows;

**Table 2**

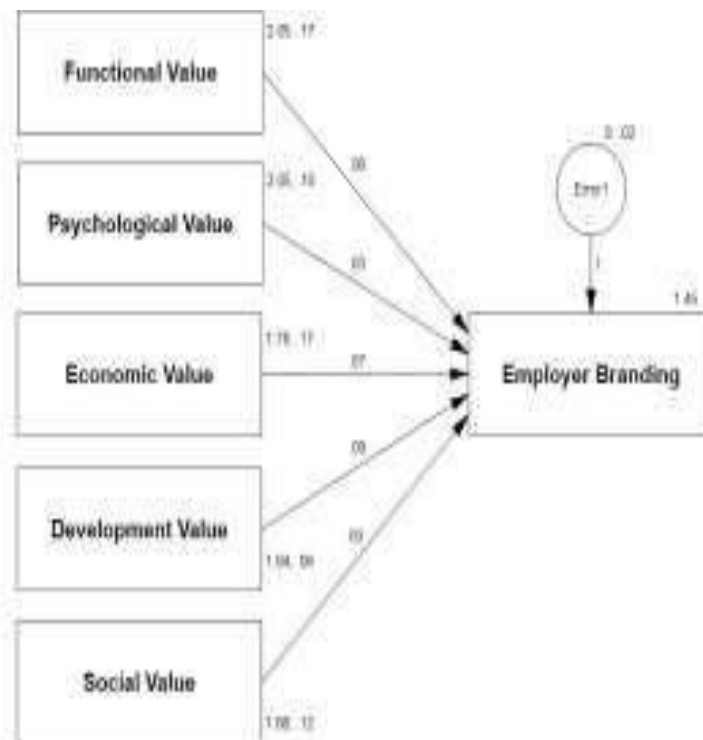
**Model Fit - Impact of “Functional Value”, “Psychological Value”, “Economic Value”, “Development Value” and “Social Value” Over “Employer Branding”**

Test for model fit	Values
GFI (Goodness of Fit)	0.901
AGFI( Adjusted Goodness of Fit)	0.863

The GFI (Goodness of Fit) and AGFI (Adjusted Goodness of Fit Index) should be nearing to one or one indicates that the model is a good fit. In this model it’s nearing one so it indicates that the model is a good fit. In this model the GFI value is 0.921 and AGFI value is 0.938. This clearly implies that the model is a good fit.

**Figure - 1**

**Impact of “Functional Value”, “Psychological Value”, “Economic Value”, “Development Value” and “Social Value” Over “Employer Branding”**



**Table 3**  
**Regression Weights - Impact of “Functional Value”, “Psychological Value”, “Economic Value”, “Development Value” and “Social Value” Over “Employer Branding”**

Variable	Inf.	Variable	UE	SE	S.E.	C.R.	P
Employer Branding	→	Psychological Value	0.028	0.063	0.016	1.74	0.082
Employer Branding	→	Development Value	0.091	0.158	0.021	4.334	***
Employer Branding	→	Functional Value	0.061	0.176	0.013	4.825	***
Employer Branding	→	Economic Value	0.07	0.206	0.012	5.659	***
Employer Branding	→	Social Value	0.026	0.066	0.015	1.804	0.071
*** Significant at 0.001percentage Level			S.E – Standard Error				
** Significant at 0.05percentage Level			C.R – Critical Ration				
UE – Unstandardized Estimate			P – Probability Value				
SE – Standardized Estimate			Inf. – Influence				

#### Positive Influence

1. If independent variable “Development Value” rises to one degree up in the positive direction, then it can be seen, 0.091 increase in the dependent variable “Employer Branding”.
2. If independent variable “Functional Value” rises to one degree up in the positive direction, then it can be seen, 0.061increase in the dependent variable “Employer Branding”.
3. If independent variable “Economic Value” rises to one degree up in the positive direction, then it can be seen, 0.07increase in the dependent variable “Employer Branding”.

#### No Influence

1. The independent variable “Psychological Value” and “Social Value” does not influence the dependent variable “Employer Branding”.

**Table 4**

**Squared Multiple Correlations - Impact of “Functional Value”, “Psychological Value”, “Economic Value”, “Development Value” and “Social Value” Over “Employer Branding”**

Variable	Estimate
Employer Branding	0.107

The dependent variable “Employer Branding” shows 10.7 percentage of its variance in when influence by the independent variables “Functional Value”, “Economic Value” and “Development Value”.

#### SUGGESTION

Thorough image audits of what value propositions make an organization an attractive employer (Highhouse et al., 1999; Arnold et al., 2003; Lievens et al., 2005) is a good starting point for employer branding, but it is often complicated to decide which characteristics an organization should promote to enhance its attractiveness as an employer (Lievens et al., 2005). In this respect, this study has key practical implication for Indian pharmaceutical companies as the study attempted to identify these primary dimensions.

## CONCLUSION

Employment branding and the actions required to build and manage an employment brand are powerful tools that can be used to add value to your organization through HR. All too often, HR looks to impact the bottom line of the firm by enacting cost-containment initiatives. Such initiatives do nothing to increase quality or productivity. Employment branding, on the other hand, can increase the quality of employees, help inspire them to become more productive, and open opportunities to the company in the marketplace that might not have been open before. In short, employment branding can address many of the issues facing corporation today.

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