



Antecedents and Consequences of Employee Value Proposition: A Scientific Review for Future Research Agenda

S C Das & Sonali Arunima Dhan

Banaras Hindu University, Varanasi, Uttar Pradesh, India

Abstract

The purpose of this article is to throw light on the concept of “Employee Value Proposition” particularly with respect to its effect on employee attraction, employee retention, and overall performance of an organisation, as well as to illuminate the antecedents and consequences of Employee Value Proposition that are critical to its effective implementation in the Indian context. This article is based on the theoretical review of the prior academic and popular published Employee Value Proposition literatures. Attracting, employing, procuring and retaining employees are the greatest difficulties in today’s environment. In order to attract & retain talents, organisations boost their motivation, engagement, career advancement, etc. to attain their organisational effectiveness. Results have indicated that drivers of EVP strategy and its effects include improved employee retention rates, recruitment and enhanced employee involvement and commitment. These outcomes have been associated with improved operational and financial performance. Opportunities for future study have been emerged from the present study. A limitation of this article is that it does not propose any specific operationalization of the drivers and effects of EVP. Organisations interested in implementing EVP factors and its consequences would be well advised to define what is meant by Employee Value Proposition; what are its important factors and its effects on organisation in association with improved level of performance. This article addresses the paucity of structured literature on the antecedents and consequences of EVP and presents a comprehensive study that offers a logical ground on which empirical indicators and hypothesis could be further studied and identified.

Keywords: Employee Value proposition, Employee Attraction, Employee Retention, Human Capital.

JEL Classification: E24, M51, J24

Paper Type: Review paper

Statement of Problem

After liberalisation of Indian economy, increased competition in the labour market with respect to employee retention and engagement has put pressure on the Indian organisations (Bhatnagar, 2007). Now days HR professionals and top management of Indian organisations consider EVP as an important asset for the enrichment of value of the employer in terms of talented human resources (Pawar & Charak, 2017) . Today employees have tons of options and

are highly discerning while choosing jobs. So, how organisations can attract and retain top talent in the competitive market. The answer is by offering a compelling Employee Value Proposition to potential candidates. (Minchington, 2005) defines an Employee Value Proposition (EVP) as a set of associations and offerings provided by an organisation in return for the skills, capabilities and experiences an employee brings to the organisation. The Employee Value Proposition (EVP) is the balance of reward and benefit, work policies and practices, experienced by an employee in return for their work: it describes why the total work experience is better than at any other organisation and accordingly it may be critical in attracting and retaining quality people (Hill & Tande, 2006). (Browne, 2012) discussed the effectiveness of the concept of Employee Value Proposition as it helped a lot of organisations in giving their employees what they actually expect in terms of increased efficiency, better engagement, devastating labour turnover rates, etc. From a layman's point of view certain comments arises while discussing the concept of Employee Value Proposition, comments such as whether an EVP is merely a document or training or just a theory (Browne, 2012). The idiotic concept of EVP can be worse as it not only damages the 'Values' which the current employees considerably acquire from the organisations but also terrify the new talents. With the liberalisation of India in 1991 and subsequent monetary changes, Indian organisations transpire to adopt Employee Value Proposition strategy to attract and retain talent which cause extension and development of business in India (Pawar & Charak, 2017). Corporate Leadership Council defines EVP as the set of attributes that the labour market and employees perceive as the value they gain through employment in a role. Employee Value Proposition is based on the concept of "the give" and "the get" (Yates & Sejen, 2011). With the help of EVP an organisation in India can list the central reasons why people should commit themselves to a particular organisation. "The core of organizational development lies in providing the best kind of environment to its workforce by ensuring improved organizational life to all its employees" (H.Church, F.Hurley, & Burke, 1992) . One of the major challenges of every organisation is retention of skilled, qualified and experienced talent which is an important aspect of Employee Value Proposition. According to Global Talent Management & Rewards and Global Workforce Studies 2016, organisations which have well defined and well developed EVPs have greater financial performance i.e. almost twice more than that of other organisations and have greater number of employees engaged as compared to their other peers. Organisation is characterised by volatility, uncertainty, complexity and ambiguity (Veldsman & Pauw, 2018). The employee perception of various values such as economical value, cultural value, environmental, work inspirational, developmental, etc. which is offered by an organisation is measured through Employee Value Proposition, we can say higher the score of such values results in better EVPs (Pattnaik & Misra, 2016). EVP attributes helps in improving talent management and organisational commitment, as it involves both financial and non-financial strategies as most preferred talent management tool in an organisation (N.Arasanmi & Krishna, 2019). Generally, the concept of EVP is ignored by most of the HR professionals in the Indian socio-cultural context for the reason being they don't find EVP as an important factor for developing and achieving their outcomes, this results in lower retention rates, lower productivity, decreased efficiency, decreased ability to work hard, reduced motivation, etc. (San, Theen, & Heng, 2012) stated that EVP is an important element in order to motivate employees for contributing their best effort to generate innovative ideas that lead to better business functionality and further improvise company performance both financially and non-financially. (Pawar & Charak, 2017) in his study stated that organisations in the Indian cultural context face challenges for the creation of strong EVP for instance, integration of workforce planning, development of new talent management practices, recruitment and retention of talents, changing environment, and integration of different cultures. Employee Value Proposition (EVP) is the element that can acknowledge organisations, where items are commoditized in the Indian organisations (Pawar & Charak, 2017).

Objectives of the Study

The main objective of the study is to assess the importance of Employee Value Proposition in every organisation and to study the factors and their effects on the performance of organisations in the Indian context. Following are the objectives required for this study:

1. To illuminate the concept of Employee Value Proposition in an organisation and to contribute to the literatures on the factors affecting Employee Value Proposition.
2. To enumerate the various antecedents and consequences of Employee Value Proposition.
3. To propose new conceptual framework to further explain the relationship between antecedents and consequences of Employee Value Proposition.

Methodology

The present study is a theoretical reflection established on existing practices of the above specified topic which unify existing and comprehensive literatures in the exploration and investigation of the gaps and problems associated with the topic with the help of certain objectives. It provides conceptual framework for the study and also builds appearance of research problem and identify research gaps which further contributes to future new challenges to the accumulated knowledge and substantiate the approaches or methods pre-owned in the study.

Predictors of Employee Value Proposition

Defining a unique employee value proposition is all about assessing the core strengths of an organisation. It involves the different factors that come together to make an organisation in Indian orientation an awesome place to work. Instrumental items such as remuneration & benefits (Caines & Bordia, 2011), work location, promotional opportunity (Abshere, 2016), and training & development (Browne, 2012) are some of the tangible attributes of EVP in an organisation. There is a master list consisting about the attributes of EVP but there are few attributes which are regarded as the most important attributes among all, attributes such as rewards, opportunity, organisation, work and people (Parreira, 2007). (Salau, et al., 2018) in their study demonstrated the important factors of EVP such as company strength, ethical culture, career growth and reward flexibility. Future career opportunities; development opportunities; compensation; organisation stability; job-interest alignment; respect; work- life balance (Jha & Jha, 2015) , innovation; recognition (Mani, 2016), organisation growth rate (Mpanza & Senanelo, 2015) are some of the significant factors of EVP.

- **Exchange Quality:** This has been stated as “the amount of trust, mutual respect and obligation between two partners who are involved in exchange or any kind of dealing” (B.Graen & Uhl-Bien, 1995) . EVPs with higher level of Exchange Relationship Quality among different parties results in higher amount of trust, respect and obligation. Employee Value Proposition offers experiences in exchange for the productivity and performance of their employees (Yates & Sejen, 2011).
- **Perceived Organisational Support:** Positive support from an organisation leads to positive behaviour among employees, employees experience higher job satisfaction, psychological congruence and emotional attachment with an organisation through effective organisational support (Islam, Ahmed, & Ahmad, 2015). Perceived Organisational Support as an EVP will impact employee commitment towards their organisation. The significance of strong perception of organisational support on employee commitment leads to minimisation of turnover intention (N.Arasanmi & Krishna, 2019).

- **Work Environment:** Positive Work Environment indicates a place where employees feel that they are the essential part of an organisation (R.Ganapathi & Prasad, 2008). The work environment is an important factor in determining high performance, employee retention, job satisfaction, etc. in an organisation (N.Agarwal & Mehta, 2014). Higher the level of quality work environment higher will be the recognition, motivation and satisfaction among the employees (N.Arasanmi & Krishna, 2019). An EVP with positive work environment helps their employees to boost their morale and being more productive, innovative and creative.
- **Organisation's Perceived Identity:** OPI i.e. Organisational Perceived Identity is the employee's perception about the image of an organisation (Leivens, Hoye, & Anseel, 2007). Organisational Perceived Identity influences the employee's attitude and behaviour towards an organisation. If the perceived identity held by an employee is high it means that the perception of an organisation is good and hence will be considered as a 'good place to work' (Rounak & Misra, 2020). An EVP with symbolic perceived identity predicts employees attraction towards organisation; it develops a sense of importance among employees who they actually are, and what their goals and attitudes are (Leivens, Hoye, & Anseel, 2007).
- **Rewards & Benefits:** Reward strategy affects positively in the performance of an organisation with systematic EVPs. Financially, an employee attains high sales volume in order to receive rewards through an organisation and non-financially energized and effective team spirit in an efficient workplace results in high level organisational performance (San, Theen, & Heng, 2012). Rewards and benefits include comprehensiveness of organisations health benefits, vacation benefits i.e. during vacation time employees can earn annually (Anand, Vijaybanu, R.Renganathan, P.Dharshini, S.Manthra, & Krishnan, 2018). The role of rewards and benefits play an important part in EVP (Browne, 2012).
- **Organisational Culture:** Organisational Culture includes experiences, different ways of thinking, beliefs and future expectations. It encompasses authoritative responsibility to morals and trustworthiness and the level of respect which they have on their employees; it leads to productive innovation (Anand, Vijaybanu, R.Renganathan, P.Dharshini, S.Manthra, & Krishnan, 2018). In the Beacon Management Review 2012, EVP with mission and values, feeling of belongingness among employees towards organisation, reputation and ranking leads to healthy organisational culture (Browne, 2012).
- **Opportunity:** Opportunities are the chances for employment or further promotion. (A.Alloush, 2017) in his study stated that opportunities comprises of developmental opportunities, career opportunities, meritocracy, growth rate, and organisational stability. EVP provides long term opportunities which the employees have for personal growth, training and advancement (Browne, 2012).
- **Work Life Balance:** It is the job which allows balance between work and other interests of employees (Massar, Sharma, & Jain, 2013). The nature of the work defines satisfaction of the employees (Parreira, 2007). Employees demand equality between time spent on working and their personal life. Jobs with proper EVPs allow employees to balance their work and other interests are considered ideal jobs (A.Alloush, 2017). A good EVP with effective work content is considered as a top motivator for every employee and used as the primary driver of good performance (Browne, 2012).
- **People:** People include Camaraderie, collegial work environment and co-worker quality (Massar, Sharma, & Jain, 2013). An EVP with all these qualities of people serves

healthy relationship among employees and employers and leads to the accomplishment of ultimate goal of an organisation. An effective EVP investigates the organisational environment driven by people and people first and then the results (Parreira, 2007).

- **Recognition:** Employees expect to be rewarded and recognised for their contribution on work, it includes organisational support to employees and their families (Yates & Sejen, 2011). Recognition plays a major role in increased level of employee retention. Recognition includes service awards, innovation awards and performance appreciation (Sheids & Lewis, 2012). Employee Value Proposition is an ecosystem of support, recognition and values, therefore higher the level of recognition, higher will be the work potential among employees.

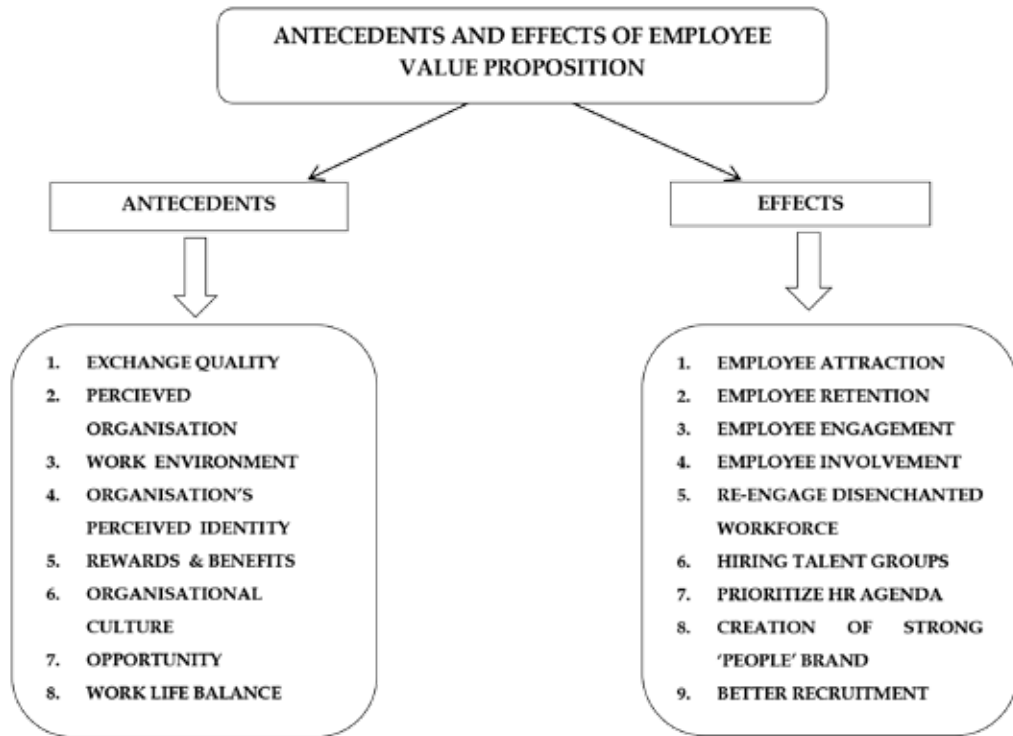
Consequences of Employee Value Proposition

Employee Value Proposition is used as a magnet to attract and retain their talents. A strong EVP has positive effects on the understanding between workers and managers, improves financial performance & enhanced engagements, high level of attraction and retention. Employee Involvement, Employee Attraction, Employee Retention, Employee Engagement are some of the consequences of EVP (Aloo & Moronge, 2014). Right fit of employees in the talent pool, recreation of the workforce, sound organisation with desirable candidates, and better recruitment objectives are some major consequences of effective Employee Value Proposition in the Indian context (Goswami, 2015).

- **Employee Attraction:** Attraction of skilled and appropriate talents in an organisation plays a vital role in the success of an organisation (Leisink & Steijn, 2008). Organisations with effective EVPs are able to attract deeper pool of talent (Browne, 2012). Organisations have always been concerned about attracting the “right types” of employees. Few literatures notified the importance of creation of well-defined attracting and hiring strategy.
- **Employee Retention:** Talented employees need to be attracted and after attraction they need to be retained (Parreira, 2007). Employee Retention is considered as a serious workforce challenge of the future (Tanwar & Prasad, 2016). Employees which contribute towards the success of an organisation are required to be retained. In order to have effective employee value proposition system, employers need to be aware about the various reasons causing the employees to leave the organisation (R.Mitchell, C.Holton, W.Lee, J.Sablynski, & Erez, 2017).
- **Employee Engagement:** (K.Heger, 2007) in the study recognised that employee engagement is largely influenced by an organisation’s EVP. There are three psychological conditions associated with employee engagement i.e. meaningfulness, safety and availability (A.Kahn, 2017). Meaningfulness, safety and availability is significantly associated with employee engagement (R.May, L.Gilson, & M.Harter, 2004).
- **Employee Commitment:** “Commitment is a force that binds an individual to a course of action that is of relevance to a particular target” (Meyer & Herscovitch, 2001). Employee Commitment was developed with the intention of predicting Employee Retention (Meyer, P.Becker, E.Vandenberghe, & Christian, 2004). Organisations with proper and effective EVPs have significantly higher levels of commitment from their employees (Browne, 2012). EVP is a powerful tool for obtaining employee commitment towards their organisation (N.Bell, 2005). Employee Value Proposition is one of the factors to improve Employee Commitment; an organisation with clear EVP will enhance employee

commitment (Suri & Andam, 2015). Higher levels of employee commitment results in increased level of effort, production and retention (Parreira, 2007).

- **Employee Involvement:** Involvement refers to “Individual’s involvement and satisfaction with as well as enthusiasm for work” (Harter, K.Schmidt, L.Hayes, & L, 2002). Employee Involvement occurs when enough resources are available to complete their work. Participation in the opportunities which lead to growth and prosperity and feel that they contribute significantly to the organisation (Devota, 2019). Effective EVPs leads to engaged employees which tends to be more productive, profitable and less likely to leave their organisation (Harter, k, & Wagner, The elements of great managing , 2006)
- **Re-engage:** A Disenchanted Workforce: Re-engaging is a powerful engagement tool in EVP. It involves surveying and talking to existing employees as well as helps to re-build/ enhance trust, support and increase motivation (Pandita, 2011). There are four areas of disengagement i.e. access, achievement, aspiration, application. Poor knowledge and experiences, low aspirations and confidence, poverty, etc. are some of the reasons leading to disengagement (Davies, Lamb, & Doecke, 2011). Therefore, a good EVP can help the workforce to re-engage their talents with themselves.
- **Hiring Talent Groups:** A good EVP contains different group of employees with respect to different culture, age group, caste and functions. The combination of different segments of workforce in an organisation results in most successful EVPs (Pandita, 2011). In order to increase innovative performance in work settings organisations need high level of creative potential talent groups (T.Hunter, Cushenbery, & Friedrich, 2012).
- **Prioritize HR Agenda:** A strong EVP will help to know the HR priorities. To create EVP it is important to understand what is important for their employees, what are the factors responsible to attract, retain and engage employees, what kind of improvements is needed, and what are the most likely reasons which leads employees to leave their respective jobs (Pandita, 2011).
- **Creation of Strong ‘People’ Brand:** Organisations with credible EVPs becomes famous as the way they treat their people. Quality of people plays an important role in such criteria (Pandita, 2011).With true and strong ‘people’ brand employees express loyalty to their work and actively participate and share their experiences at the workplace (Keller & R.Lehmann, 2006). EVP helps in tailoring strong ‘people’ brand. It offer jobs to the specific people it wants to find and keep (Goswami, 2015).
- **Better Recruitment Objectives:** Employee Value proposition focuses on effective recruitment objectives with regards to existing and potential new hires (Goswami, 2015). Developing a recruitment strategy such as what type of individuals to target for recruitment, how the targeted individual’s best can be reached, and what recruitment message be communicated, etc. is essential to build a good EVP (A.Breaugh, 2014). EVP can help in creating better recruitment objectives, identifying needs of their people, and placing the employees at the right place according to their capabilities (Goswami, 2015).

Fig.: 1 Summary of Antecedents and Consequences of EPV

Discussion and Literature Gap

In current global era, level of competition is increasing intensely in India. Attracting, procuring, employing, and retaining people is the greatest challenge for Indian organisations. Therefore, organisations need to have strong and clear EVP to tackle such situation. The organisations ought to additionally expand and improve the knowledge and concept of Employee Value Proposition. Indian organisations need to bear in mind that the way they treat their employees will have an impact on their EVP. Employees start looking to leave their current jobs, especially when they find a new opportunity providing greater stability, higher pay-scale and a better work life balance. Therefore, organisations in India need to identify the key drivers and essential effects such as opportunities for growth, benefits, etc. for the creation of positive EVPs. The current study examines the dimensions, factors and consequences of EVP which may lead to better working environment in organisations of Indian socio-cultural context. In order to assist in the rapid growth of Indian economy, there is a need to accept the challenge for the creation of effective EVP. Thus, managers should aim at advancing the factors of EVP for organisational effectiveness and must provide significant working environment to the employees. Various literatures studied the elements and factors of EVP in a different manner in India. Employee Value Proposition has positive influences in the organisations like increasing employee engagement, employee involvement, increasing retention rate, and increasing commitment of the employees.

The present study is a conceptual study based on prior researches. Prior studies and researches including Asian and western studies have already studied and analysed the concept of Employee Value Proposition. The concept of EVP has been studied around for decades thus it can be said that EVP is not a new concept. Despite the fact, many organisations have yet to realise the

importance of having strong EVP. With the continuing demand for talents in every institution and organisation, the ignorance of EVP can be a costly mistake. With the help of clear and strong EVP, it becomes easier to attract, appoint, and retain right person at the right job at the right place at the right time. In the western context, firms face the challenge of recruiting, retaining and motivating quality people from increasingly competitive labour markets, a lot of discrepancies are found. Some of the main attributes of EVP which western context follows are great colleagues, challenging work tasks, and good development possibilities. A clear and differentiated EVP keeps the applicants attracted. In the Asian context EVP is regarded as a tool for improving organisational effectiveness, performance, opportunities to growth, work life balance, etc. Employee Value Proposition may have different implications in the western and Asian cultural contexts.

Future Research

Opportunities for future study in India have emerged from the present study. The study was done to a very basic level and thus a detailed description of each factor and effects of employee value proposition serves as a basis for further research. Lots of discussion, research and innovation are required for effective EVP. With the help of this paper, some recommendations are given for the same which may be beneficial for the future research.

- Based on prior studies five factors i.e. people, organisation, opportunity, rewards and work are studied thoroughly ignoring the other factors, thus this idea requires further exploration.
- The research is needed to further investigate the potential relationships between different variables of EVP.
- Another study can be conducted to see the relationship between dimensions and effects of employee value proposition.
- Antecedents of EVP can be a mediating role for analysing the consequences of EVP.

References

- Abshere, E. (2016). *The Relationship Between Employee Value Propositions and Teacher Employment Decisions* (Doctoral dissertation, University of Southern California).
- Agarwal, R. N., & Mehta, A. (2014). Impact of performance appraisal and working environment on the job satisfaction and attrition problem in the Indian IT industry. *Paradigm*, 18(1), 73-85.
- Alloush, H. A. (2017). Evaluating the Employee Value Proposition in Academic Institutions in Gaza Strip. *Evaluating the Employee Value Proposition in Academic Institutions in Gaza Strip*.
- Aloo, V. A., & Moronge, M. (2014). The effects of employee value proposition on performance of commercial banks in Kenya. *European Journal of Business Management Vol*, 2(1).
- Anand, V. V., Vijayabanu, C., Renganathan, R., Dharshini, P., Manthra, S., & Krishnan, R. R. (2018). A study of organizational commitment in tube investments of india (murugappa groups), chennai. *International Journal of Pure and Applied Mathematics*, 119(7), 2729-2739.
- Arasanmi, C. N., & Krishna, A. (2019). Linking the employee value proposition (EVP) to employee behavioural outcomes. *Industrial and Commercial Training*. Retrieved from <https://doi.org/10.1108/ICT-05-2019-0043>
- Asasirwe, D. (2019). *The impact of leadership style on employee involvement and performance* (Doctoral dissertation, Makerere University). Retrieved from <http://hdl.handle.net/20.500.12281/8252>

- Bell, A. N. (2005). The employee value proposition redefined. *Strategic HR Review*. Retrieved from <https://doi.org/10.1108/14754390580000792>
- Bhatnagar, J. (2007). Predictors of organizational commitment in India: strategic HR roles, organizational learning capability and psychological empowerment. *The International Journal of Human Resource Management*, 18(10), 1782-1811.
- Breaugh, J. A. (2014). Establishing recruitment objectives and developing a recruitment strategy for attaining them. In *The Oxford Handbook of Recruitment* (pp. 361-381). New York: Oxford University Press.
- Browne, R. (2012). Employee value proposition. *Beacon Management Review*, 2, 29-36.
- Budhwar, P. S., Luthar, H. K., & Bhatnagar, J. (2006). The dynamics of HRM systems in Indian BPO firms. *Journal of Labor Research*, 27(3), 339-360.
- Caines, V., & Bordia, P. Exploring Organisation Image in the Public Sector: Towards an Employee Value Proposition for Engineers & Technical Officers.
- Church, A. H., Hurley, R. F., & Burke, W. W. (1992). Evolution or revolution in the values of organization development: Commentary on the state of the field. *Journal of Organizational Change Management*. Retrieved from <https://doi.org/10.1108/09534819210021438>
- Davies, M., Lamb, S., & Doecke, E. (2011). Strategic review of effective re-engagement models for disengaged learners. *Victoria: Victorian Department of Education and Early Childhood Development*. Retrieved from <http://www.education.vic.gov.au/about/research/Pages/reviewdisengaged.aspx>
- Ganapathi, R., & Prasad, M. B. (2008). Effects of working environment on the performance of executives *Asia Pacific Business Review*, 4(3), 117-123.
- Goswami, P. (2015). Employee value proposition: a tool for employment branding. *International Journal of Scientific and Research Publications*, 5(12), 263-264.
- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. Retrieved from <http://digitalcommons.unl.edu/managementfacpub/57>
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis. *Journal of Applied Psychology*, 87(2), 268.
- Heger, B. K. (2007). Linking the employment value proposition (EVP) to employee engagement and business outcomes: Preliminary findings from a linkage research pilot study. *Organization Development Journal*, 25(2), P121.
- Hill, B., & Tande, C. (2006). Total rewards: The employment value proposition. *Workspan*, 10(06), 19-22.
- Hunter, S. T., Cushenbery, L., & Friedrich, T. (2012). Hiring an innovative workforce: A necessary yet uniquely challenging endeavor. *Human Resource Management Review*, 22(4), 303-322.
- Islam, T., Ahmed, I., & Ahmad, U. N. B. U. (2015). The influence of organizational learning culture and perceived organizational support on employees' affective commitment and turnover intention. *Nankai Business Review International*.
- Jha, S., & Jha, S. (2015). Leveraging employee value proposition for organizational effectiveness. Retrieved from <http://dx.doi.org/10.2139/ssrn.2586380>
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.
- Keller, K. L., & Lehmann, D. R. (2006). Brands and branding: Research findings and future priorities. *Marketing Science*, 25(6), 740-759.

- Leisink, P., & Steijn, B. (2008). Recruitment, attraction, and selection. *Motivation in public management: The Call of Public Service*, 118-135.
- Lievens, F., Van Hoye, G., & Anseel, F. (2007). Organizational identity and employer image: Towards a unifying framework. *British Journal of Management*, 18, S45-S59.
- Mani, V. (2016). Analyzing the Impact of Employee Value Proposition on Labor Turnover.
- Massar, V., Sharma, R., & Jain, A. (2013). *Employment Value Proposition*. Retrieved 2017-04-17 from http://s3.amazonaws.com/academia.edu.documents/32141291/Empirical_Research_D06_D09_D40.docx.
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77(1), 11-37.
- Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, 11(3), 299-326.
- Meyer, J. P., Becker, T. E., & Vandenberghe, C. (2004). Employee commitment and motivation: a conceptual analysis and integrative model. *Journal of Applied Psychology*, 89(6), 991.
- Minchington, B. (2005). Employer Brand Leadership–. *A Global Perspective, Australia*.
- Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of management journal*, 44(6), 1102-1121.
- Mpanza, N. S. (2015). *Employee value proposition attributes attracting business students to South African telecommunications* (Doctoral dissertation). Retrieved from <http://hdl.handle.net/10539/19951>
- Pandita, D. (2011). The Employee Value Proposition-A Key to Attract Performers. *SAMVAD*, 3, 56-61.
- Parreira, J. (2007). *An analysis of an employee value proposition* (Doctoral dissertation, North-West University). Retrieved from <http://hdl.handle.net/10394/1839>
- Pattnaik, S. K., & Misra, R. K. (2016). Employer Value Proposition: A Conceptual Framework and Scale Development for Indian Information Technology Professionals. *International Journal of Human Capital and Information Technology Professionals*, 7(4), 15-32.
- Pawar, A., & Charak, K. S. (2017). Study on Evolving Extents of Employer Branding Using Employment Value Proposition in India. *International Journal of Research in Business Studies and Management*, 4(12), 1-8.
- Rounak, S., & Misra, R. K. (2020). Employee value proposition: an analysis of organizational factors—the way to enhance value perception. *Development and Learning in Organizations: An International Journal*.
- Salau, O., Osibanjo, A., Adeniji, A., Ojebola, O., Oludayo, O., Falola, H., & Atolagbe, T. (2018). datasets on employee value proposition (evp) and performance of selected fast moving consumer goods (FMCGs) firms in Nigeria *Data in brief*, 19, 1907-1911.
- San, O., Theen, Y., & Heng, T. (2012). The reward strategy and performance measurement (evidence from Malaysian insurance companies). *International Journal of Business, Humanities and Technology*, 2(1), 211-223.
- Shields, R. A., & Lewis, C. (2012). Rethinking the Value Proposition to Improve Teaching Effectiveness. Rethinking Teacher Compensation. *Education Resource Strategies*.
- Suri, E. A. (2015). The Dominant Factors of Employee Value Proposition: Generation Y. *Advanced Science Letters*, 21(4), 910-912.
- Tanwar, K., & Prasad, A. (2016). Exploring the relationship between employer branding and employee retention. *Global Business Review*, 17(3_suppl), 186S-206S.

- Veldsman, D., & Pauw, D. (2018). The relevance of the employee value proposition for retention in the VUCA world of work. In *Psychology of Retention* (pp. 75-89). Springer, Cham.
- Wagner, R., & Harter, J. K. (2006). 12: *The Elements of Great Managing*, 978(1), 59992. Simon and Schuster.
- Yates, K., & Sejen, L. (2011). Employee Value Proposition: Creating Alignment, Engagement and Stronger Business Results. *Society for Human Resource Management webcast*. Webcast notes retrieved from: www.shrm.org/multimedia/webcasts/Documents/11evp.pdf.

Author's Profile

Sudhir Chandra Das is a Professor of OB & HR, Faculty of Commerce, Banaras Hindu University, Varanasi, Uttar Pradesh, India. He has an academic experience of more than two decades. He has publications in several national and international journals of repute.

Sonali Arunima Dhan is a Doctoral Scholar at Faculty of Commerce, Banaras Hindu University, Varanasi, Uttar Pradesh, India.
