

Original Article

A Study on Employee Value Proposition (Evp) With Reference to Its Connect to Employee Engagement and Retention of Employees

¹DR. RAJESH KUMAR PANDEY, ²VEDANT PATEL

¹Associate Professor & ARC, SSR IMR, Silvassa, Permanently Affiliated to SPPU, Pune.

²Student, MBA Sem-IV, SSR IMR, Silvassa, Permanently Affiliated to SPPU, Pune.

ABSTRACT: *In today's competitive talent landscape, organizations are increasingly recognizing the importance of developing a strong Employee Value Proposition (EVP) to attract, engage, and retain top talent. EVP represents the unique set of offerings, values, and benefits that an organization provides to its employees in exchange for their skills and commitment. This research paper aims to study how an effective EVP influences employee engagement and retention. The study seeks to understand the relationship between an organization's EVP components such as compensation, career growth, work-life balance, organizational culture, and leadership and employees' emotional and professional connection with the organization. The research also highlights the strategic importance of EVP as a differentiating factor in employer branding and long-term workforce stability. The study on employee value proposition (EVP) with reference to its connect to employee engagement and retention of employees is an exploratory and descriptive study conducted by the help of Primary & Secondary Data. The Authors aim to understand the concept and significance of Employee Value Proposition (EVP). The authors further aim to study the employee value proposition (EVP) with reference to its connect to employee engagement and retention of employees. The study also establishes the connection between EVP and Employee engagement at organisations. The Study encompasses the domain of EVP, employee engagement and retention of employees. The limitation of the study gets represented through its generalistic approach rather any specific Industry or company or region. This potentially leads to its future scope of the study. The findings of this study will provide insights into how a well-structured EVP can foster engagement, reduce attrition, and enhance organizational commitment.*

KEYWORDS: Employee Engagement, Employee Retention, Employee Value Proposition (EVP), Human Resource.

1. INTRODUCTION

Human is the most valuable asset of any organization in modern business. As competition for skilled talent continues to rise, companies are working hard to build a workplace that attracts, engages and keeps employees. That is when the concept of the Employee Value Proposition (EVP) comes very handy. EVP is the complete bundle of benefits, values, and experiences offered to employees working with an organization. It includes both extrinsic motivators, hard rewards (like pay and perks) as well as intrinsic factors (such as culture, purpose or recognition & development). EVP has become particularly relevant in post-pandemic times. But as organizations move to hybrid and flexible work models, employees are now searching for much more than monetary benefits – they want trust, wellness, inclusion and alignment with organizational values. For Gen Z and millennial employees, the EVP now adds to traditional HR policies that contain career purpose or digital empowerment and a sense of belonging. But organizations have a difficult time defining and delivering an engaging EVP that can appeal to their increasingly diverse talent. The poor EVP only results in poor performance, high turnover and low organizational commitment. This means that crafting and executing a clear EVP has emerged as an organizational strategy for Sustainable Growth.

2. LITERATURE REVIEW

2.1. EMPLOYER VALUE PROPOSITION AND TALENT ATTRACTION

Ainasoja (2023) researched the impact of EVP in attracting potential applicants in the field of information technology. The research paper by the name of “Employer Value Proposition in Job Postings to Attract New Talent” was conducted to understand how various job posting content influences candidate interest. Using a mono-method quantitative survey design, 64 IT professionals were asked to rate the attractiveness of 34 job benefit types. It found the most attractive components of EVP were remote role, flexible working hours and health benefits. Moreover, age and life stage played a critical role with young professionals valuing flexibility and career advancement, while senior employees preferred stability along with benefits. The study found that organizations can only attract diverse candidate groups if their job postings truly represent the EVP that they represent. Aligning EVP with advertisements will surely improve the employer brand of a company and hence will help in attracting good talent.

2.2. EFFICACY OF EMPLOYEE VALUE PROPOSITION IN ORGANIZATIONAL PERFORMANCE

Using a descriptive research design, Pawar and Charak (2015) examined the effect of EVP on organizational performance with a sample of 43 organizations. Their research found that EVP is a measure of the rewards, career opportunities, and culture an employee receives from their employer in return for work. Results showed organizations that strategically deploy analytical tools, such as workforce demographics, performance data, and business metrics, to assess EVP effectiveness reported higher levels of engagement and retention. Similar research underlined that EVP-employee expectation alignment is essential, and disengaged staff are less likely to be kept loyal where misalignment occurs. The study also recommended that a compelling EVP must be employee-centric, and one that is distinctive and actionable by drawing connections between strategic and operational drivers of talent management. Through their studies, Pawar and Charak reaffirmed that a strong EVP plays an important role in driving employee engagement while retaining talent and organizational performance.

2.3. EVP AND NORMATIVE COMMITMENT

Likewise, Phungula and Dhanpat (2022) studied the influence of EVP on normative commitment in a South African parastatal organization. Using a quantitative design based on 251 employees, the research used the Value Attributes Scale as well as the Normative Commitment Scale to study interrelationships between variables. The findings showed a positive contribution of EVP factors work, rewards, and opportunity on employees' loyalty-mindedness behavior towards their organizational citizenship behavior, which meant moral obligation. The study found that EVP attributes could be grouped into five major categories: compensation, benefits, career development, work content, and affiliation. On very bold implementations of these characteristics, employees had a deeper commitment and were more willing to remain with the organization. The authors concluded that EVP contributes not only to engagement and satisfaction but also builds a psychological contract conducive to retaining the workforce over time.

2.4. ROLE OF INTERNAL COMMUNICATION IN STRENGTHENING EVP

Joshi, Deogaonkar & Saxena (2024), in the research paper entitled "Strengthening Employee Value Proposition: The Essential Role of Internal Communication Effectiveness", examined how internal communication practices impact EVP effectiveness. The study, using a mixed-method approach of surveys and discussions from multiple organisations, notes that communication that flows in both directions and without concealment is vital to improving morale and retention rates. The authors claimed that a strong EVP by itself is not enough unless it is communicated throughout the organization successfully. Effective internal communication helps establish trust, align employees with the ethos of the organization, and eventually reinforces the employer brand internally. The research also pointed toward the fact that organizations with clearly defined internal communication frameworks have better employee engagement and a greater sense of organizational identity.

2.5. EVP, WORK CULTURE, AND EMPLOYEE ENGAGEMENT

In a quantitative study by Suryawan, Khourouh, and Natchir (2025), it was found that the effect of EVP on employee performance in a regional office at Bank of Indonesia was mediated by work culture and engagement. A total of 135 respondents were used in PLS-SEM, and findings established a significant influence of EVP on organizational culture, engagement, and performance. Two dominant components of EVP were career development and continuous training programs, which helped improve productivity and loyalty to the organization. The research also proved that an engaged workforce is amplified when the organization has a positive work culture, and such performance can be improved immensely.

2.6. SYNTHESIS OF REVIEWED STUDIES

The literature reviewed consistently confirmed that EVP is a multifaceted construct and influences employee engagement, retention, and performance. The main findings: firstly, throughout all five studies, we saw that the predominant EVP pillars compensation, flexibility, development opportunities, culture, and communication are essential drivers of organizational attractiveness as well as job satisfaction. Connected, these studies suggest that an EVP should be a reflection of what it is perceived or hoped to be, communicated openly and aligned with company culture. When executed well, EVP acts as a bridge to sustainable employee engagement and long-term retention.

3. GAP IDENTIFIED

The researchers' experience is that the Literature available talks in length about the EVP and related phenomena; however, the existing literature is largely silent on the connection between EVP, Employee Engagement, and Employee Retention. This study focuses, through a survey, on the domain of employee value proposition (EVP) with reference to its connection to employee engagement and retention of employees.

4. OBJECTIVES OF THE STUDY

- To understand the concept and significance of Employee Value Proposition (EVP).
- To study the employee value proposition (EVP) with reference to its connection to employee engagement and retention of employees.
- To study the connection between EVP and Employee engagement at organisations.

5. RESEARCH METHODOLOGY & PROCESS

The study on employee value proposition (EVP) with reference to its connection to employee engagement and retention of employees is an exploratory and descriptive study conducted with the help of Primary and Secondary Data. The Primary data is in the form of responses from 60 working community members/employees. The Authors aim to understand the concept and significance of Employee Value Proposition (EVP). The authors further aim to study the employee value proposition (EVP) with reference to its connection to employee engagement and retention of employees. The study also establishes the connection between EVP and Employee engagement at organisations. The Study encompasses the domain of EVP, employee engagement, and retention of employees. The limitation of the study is represented through its generalistic approach rather than any specific industry, company, or region. This potentially limits the future scope of the study.

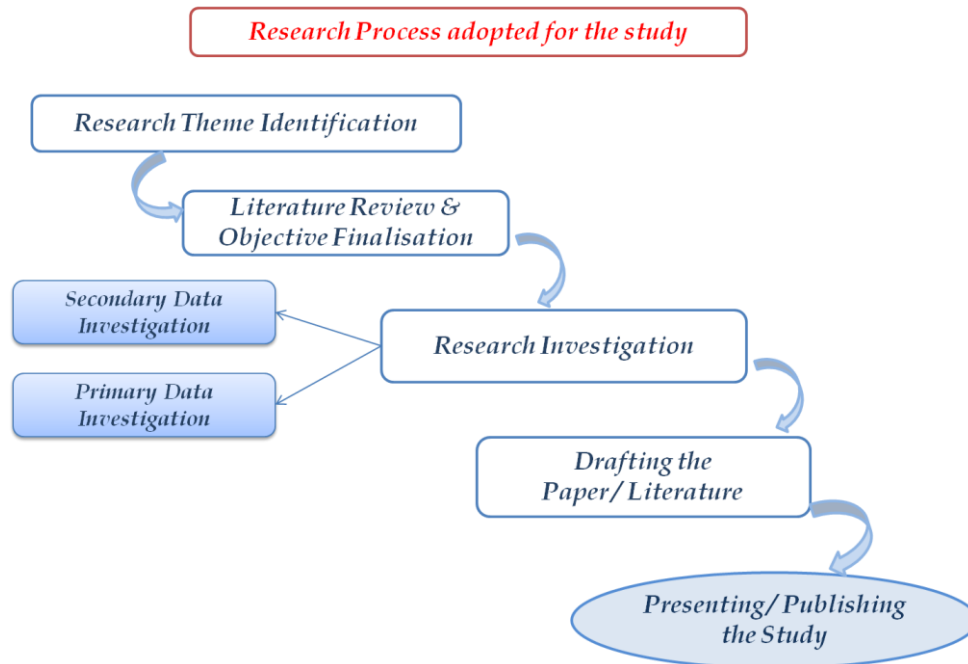


FIGURE 1 Chart No. 1: Research process adopted

Source: Author's Study

6. EMPLOYEE VALUE PROPOSITION (EVP)

“Employee Value Proposition is the comprehensive deal between an employer and its employees that defines what the organization provides to employees and what it expects in return, encompassing monetary, developmental, cultural, and emotional elements.” Employee Value Proposition (EVP) refers to the complete set of benefits, rewards, opportunities, and experiences that an organization offers to its employees in exchange for their skills, performance, and commitment. It reflects the organization’s identity as an employer and communicates why employees should join, stay, and grow within the company. EVP is more than just compensation: it encompasses every aspect of the employment experience from career development to workplace culture. In modern HRM, EVP is a way to methodically play your role. Amid fierce competition for talent, firms must not only differentiate themselves with products and services but also how they are going to create an employee experience. An effective EVP highlights the unique offers of an organization and draws in talent of higher quality. It enhances employee engagement by having individuals feel valued, supported, and recognised. Higher motivation and commitment from employees are naturally displayed when they feel their needs and expectations are being met. Employee Value Proposition costs include losses to employee engagement and retention. A strongly shaped EVP creates trust and connectedness, which contributes to a higher level of engagement. Employees are involved in going beyond their normal efforts and have a positive impact on organizational performance. An enticing EVP also promotes retention by lessening the need for employees to leave their jobs. Longer tenures and loyalty to the organization emerge when employees discover meaning, value, and growth from their work experience.

7. EMPLOYEE ENGAGEMENT

Employee engagement is the degree of emotional, psychological, and professional commitment of employees to their organization. Engaged employees not only complete their tasks; they feel connected to the company's goals, take ownership, and effectively participate in organizational success. Employee Engagement happens when there is trust, clarity, recognition, and opportunity in the workplace. The external landscape of the business has changed, and employee engagement has been a strategic focus for organisations. Well-spoken engagement has a direct impact on productivity, quality of work, innovation, teamwork and customer satisfaction. Engaged employees are more enthusiastic, motivated long-term, and almost always strive

to outperform. They are in line with the organization mission, loyal, and tend to be brand ambassadors. Employee engagement is driven by a number of factors, including support from leadership, meaningful work, recognition and appreciation for good work, learning opportunities, communication, as well as culture. When employees feel that you respect and value them, they will invest more energy, creativity, and commitment in their roles. Psychological safety, which is when employees must feel comfortable sharing ideas, voicing concerns, and strongly disagreeing without any fear or hesitation, also plays its role in engagement. Employee engagement is another term associated with job satisfaction and even retention. When employees feel their voices are being heard and they feel valued by the business, they tend to stay long with the organization. Conversely, low engagement often results in lower retention rates, underperformance, absenteeism, and low morale. That means engagement is not simply an HR initiative but rather a business strategy that can impact the long-term viability and competitiveness of any organization.

To be precise, it can be said that employee engagement lies at the core of a high-performance organization. It mirrors how connected employees feel to the workplace. High workforce engagement translates into higher productivity, enhanced culture, and a more durable organization. A measurable barometer of organizational health and a sustainable driver of business success.

8. EMPLOYEE RETENTION

Employee Retention is an organization ability to keep its employees for the long term, keeping them engaged, happy, and committed. It is about assembling an atmosphere in which individuals feel valued, supported, and incentivized to stay rather than checking out other areas. Retention is not the prevention of employees leaving but rather the workplace experience which makes them want to stay. The current landscape of business survives on the talent we retain, and it is no longer a necessity but a strategic choice. This constant turnover means more expense with hiring, less knowledge within the organization, decreased productivity, and breaking up team-based work. However, effective talent retention practices lead to stability and improved organizational performance, which allow organizations to build sustainable organizational capital in the long term. Organizational culture is more cohesive and stable when employees remain with the organization longer. There are a few factors that play an important role in employee retention. More than money, recognition, supportive leadership, work opportunities, workplace relationships, and work-life balance. Simply put, employees stick around when they are respected, challenged, and inspired by the mission of the organization. This not only creates a better culture and work experience, but also provides the foundation for a sense of belonging that develops trust from people through transparent communication and fair policies.

Retention is well-connected with employee engagement. The reality is, employees with a high level of engagement are more productive, loyal, and likely to stay longer. Colleagues who engage with their work ultimately report greater job satisfaction. When organizations invest in engagement drivers such as feedback, mentorship and appreciation—it follows that retention will be improved too. Loyalty increases, and intent to resign decreases when employees feel their voices have been heard. New-age employees, in particular millennials and Gen Z, seek purpose, growth, flexibility and well-being. This makes it necessary for businesses to redesign their retention strategies in line with the changing expectations of a modern workforce. Retention can improve dramatically with continuous learning, fairness across the board, mental health, and a culture of recognition. To sum up, employee retention is a deliberate HR practice that helps you bolster the talent base of your organization. It fosters a dedicated team, saves costs, balances operational continuity, and creates a healthy employer brand. Most companies that took steps to keep their personnel built long-term value, for employees and for the organization.

9. RESULTS AND DISCUSSION

TABLE 1 Age-wise Distribution of Respondents

Age	Frequency	Percentage
25–35	26	43.33%
36–45	11	18.33%
46 & above	13	21.67%
Below 25	10	16.67%
Grand Total	60	100.00%

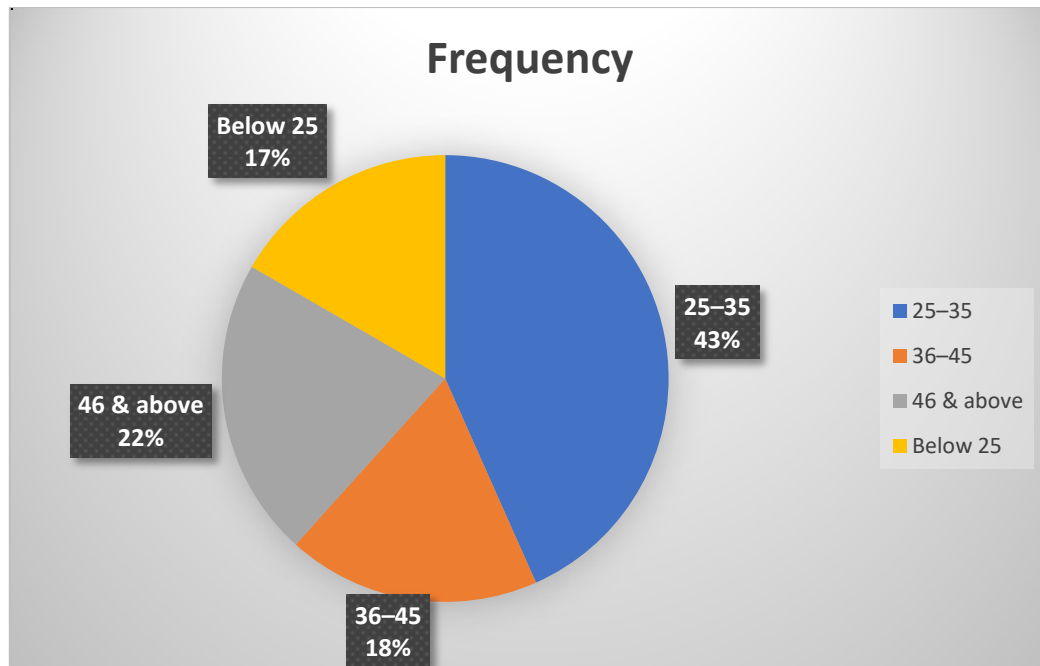


FIGURE 2 Age-wise Distribution of Respondents

The Researcher observes that the majority of respondents (43.33%) belong to the 25–35 years age group, followed by respondents aged 46 and above (21.67%) and 36–45 years (18.33%), while only 16.67% are below 25 years. This indicates that the study is primarily influenced by individuals in their early to mid-career stage.

Gender

TABLE 2 Gender-wise Distribution of Respondents

Gender	Frequency	Percentage
Female	13	21.67%
Male	47	78.33%
Grand Total	60	100.00%

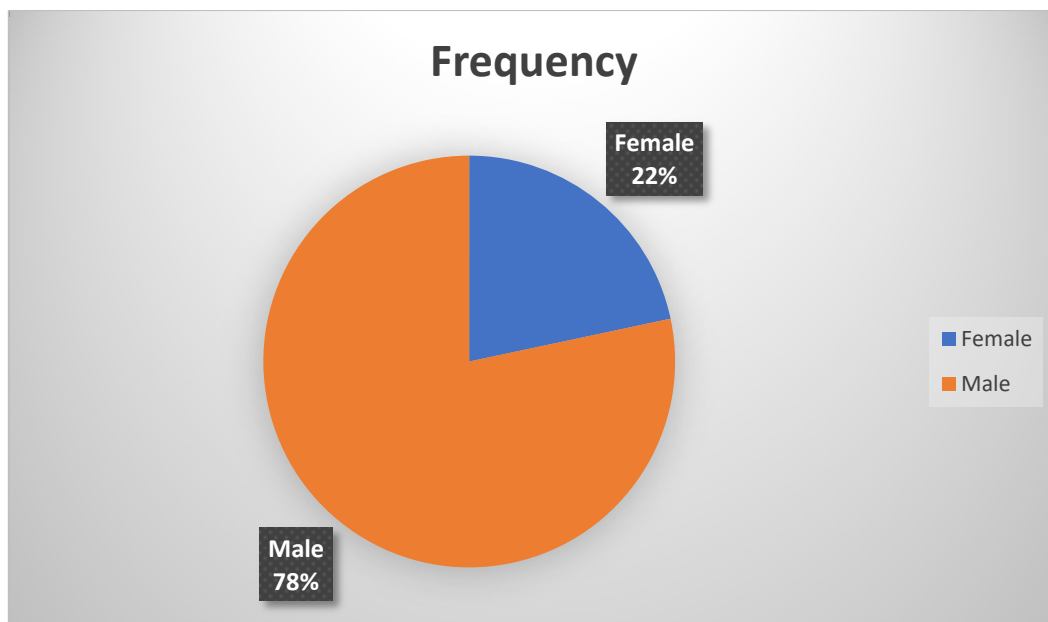


FIGURE 3 Gender Distribution of Survey Respondents

The Researcher observes that a significant majority of respondents are male (78.33%), while female respondents constitute 21.67% of the sample. This indicates a gender imbalance in the data, which may slightly influence perception-based outcomes.

Qualifications

TABLE 3 Educational Qualification-wise Distribution of Respondents

Qualification	Frequency	Percentage
Graduate	21	35.00%
Pursuing PhD	1	1.67%
Postgraduate	36	60.00%
Professional Certification	2	3.33%
Grand Total	60	100.00%

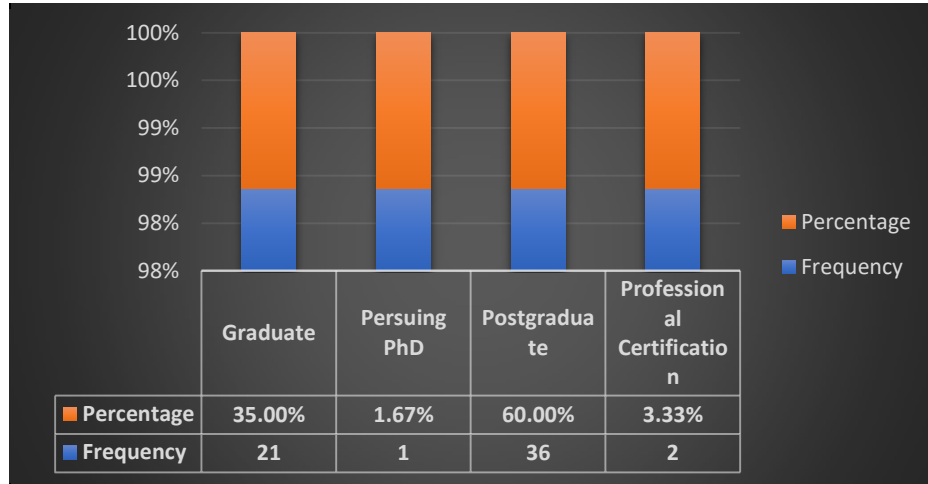


FIGURE 4 Percentage Distribution of Respondents by Educational Qualification

The Researcher observes that most respondents are highly educated, with 60% being postgraduates and 35% graduates, while a very small proportion (1.67%) are pursuing a PhD. This suggests that the data reflects responses from a well-qualified workforce.

Industry

TABLE 4 Industry-wise Distribution of Respondents

Industry	Frequency	Percentage
Consulting	2	3.33%
Manufacturing	47	78.33%
Pharmaceutical	2	3.33%
Services	9	15.00%
Grand Total	60	100.00%

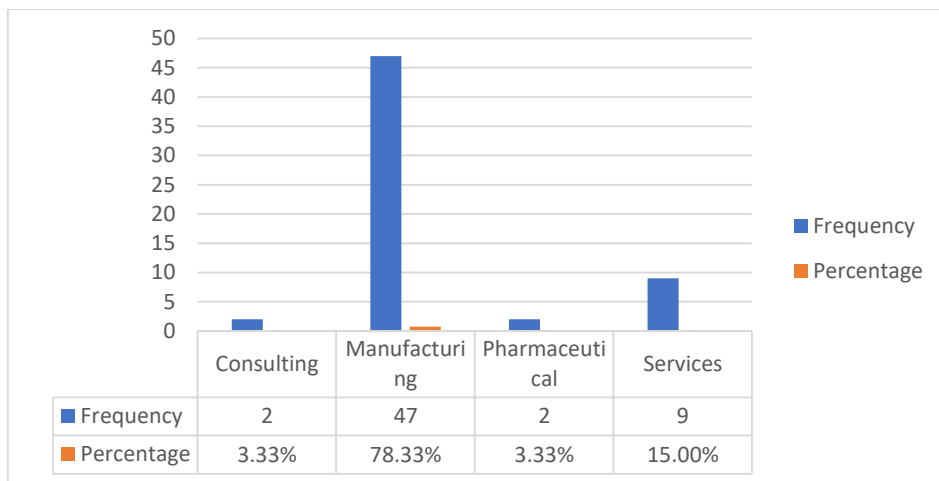
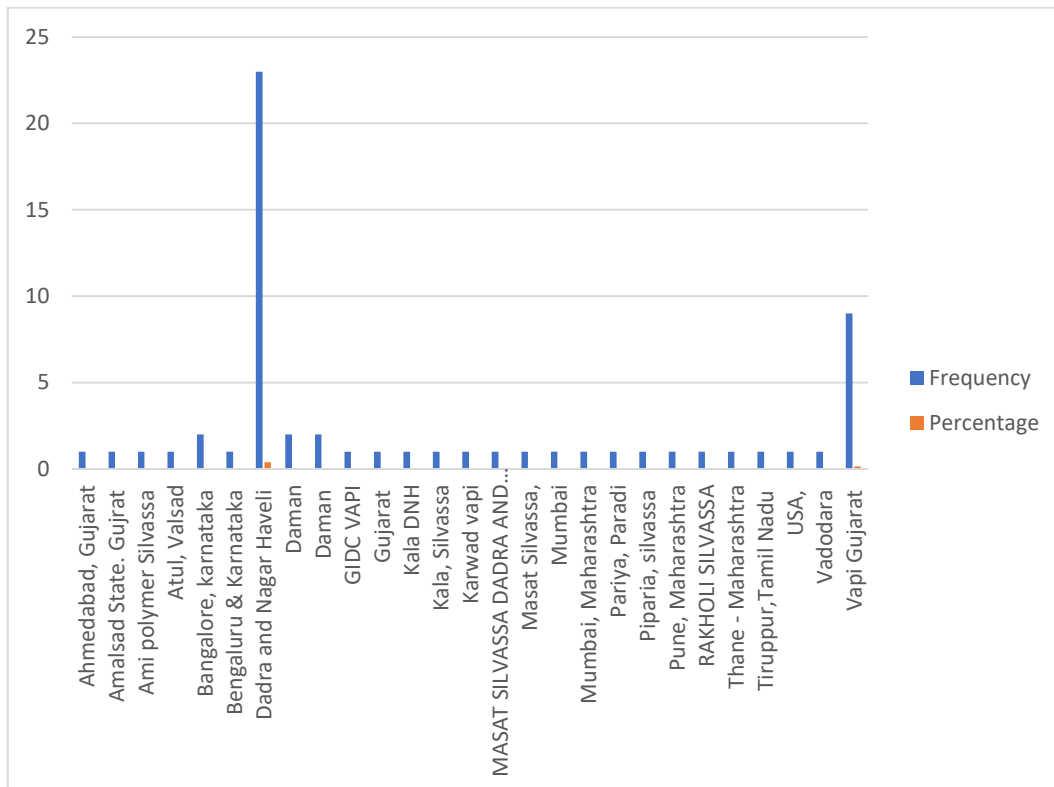


FIGURE 5 Industry-wise Distribution of Respondents

The Researcher observes that the majority of respondents (78.33%) belong to the manufacturing sector, while the consulting and pharmaceutical sectors each represent 3.33%. This indicates that the findings are largely influenced by the manufacturing industry.

Location**TABLE 5** Geographical Distribution of Respondents by Location

Location	Frequency	Percentage
Ahmedabad, Gujarat	1	1.67%
Amalsad State. Gujrat	1	1.67%
Ami polymer Silvassa	1	1.67%
Atul, Valsad	1	1.67%
Bangalore, Karnataka	2	3.33%
Bengaluru & Karnataka	1	1.67%
Dadra and Nagar Haveli	23	38.33%
Daman	2	3.33%
Daman	2	3.33%
GIDC VAPI	1	1.67%
Gujarat	1	1.67%
Kala DNH	1	1.67%
Kala, Silvassa	1	1.67%
Karwad Vapi	1	1.67%
MASAT SILVASSA DADRA AND NAGAR HAVELI 396230	1	1.67%
Masat Silvassa,	1	1.67%
Mumbai	1	1.67%
Mumbai, Maharashtra	1	1.67%
Pariya, Paradi	1	1.67%
Piparia, Silvassa	1	1.67%
Pune, Maharashtra	1	1.67%
RAKHOLI SILVASSA	1	1.67%
Thane - Maharashtra	1	1.67%
Tiruppur, Tamil Nadu	1	1.67%
USA,	1	1.67%
Vadodara	1	1.67%
Vapi Gujarat	9	15.00%
Grand Total	60	100.00%

**FIGURE 6** Geographical Distribution of Respondents by Location

The Researcher observes that respondents are spread across different locations, although the distribution appears scattered with no single dominant location. This provides a diverse geographical perspective, though not heavily concentrated.

Tenure with current employer

TABLE 6 Distribution of Respondents by Tenure with Current Employer

Tenure with current employer	Frequency	Percentage
Less than 1 year	12	20.00%
More than 1– less than 5 years	34	56.67%
More than 10 years	11	18.33%
More than 5 –less than 10 years	3	5.00%
Grand Total	60	100.00%

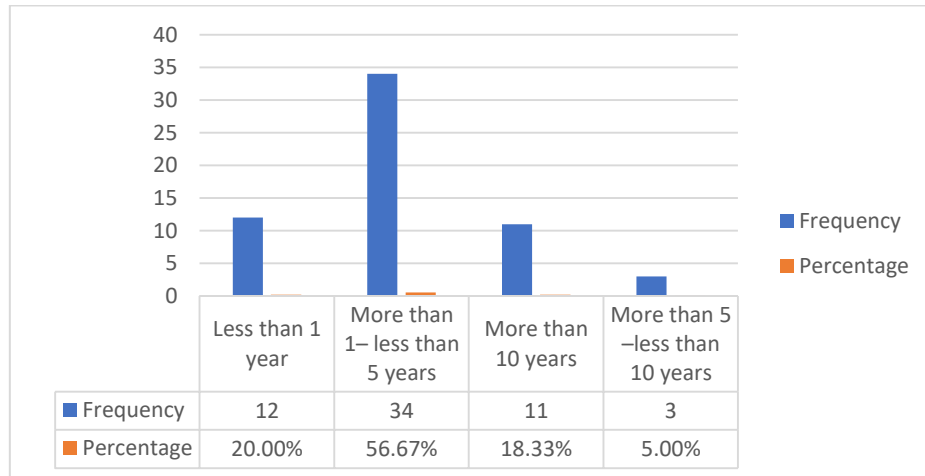


FIGURE 7 Work Experience-wise Distribution of Respondents

The Researcher observes that a majority of respondents (56.67%) have 1–5 years of experience, followed by 20% with less than 1 year and 18.33% with more than 10 years of experience. This indicates that the sample largely represents early-stage professionals.

Compensation & Benefits

TABLE 7 Distribution of Respondents' Responses on the Five-Point Likert Scale

1 – Strongly Disagree 5- Strongly agree	Frequency	Percentage
1	4	1.86%
2	3	2.79%
3	21	29.30%
4	18	33.49%
5	14	32.56%
Grand Total	60	100.00%

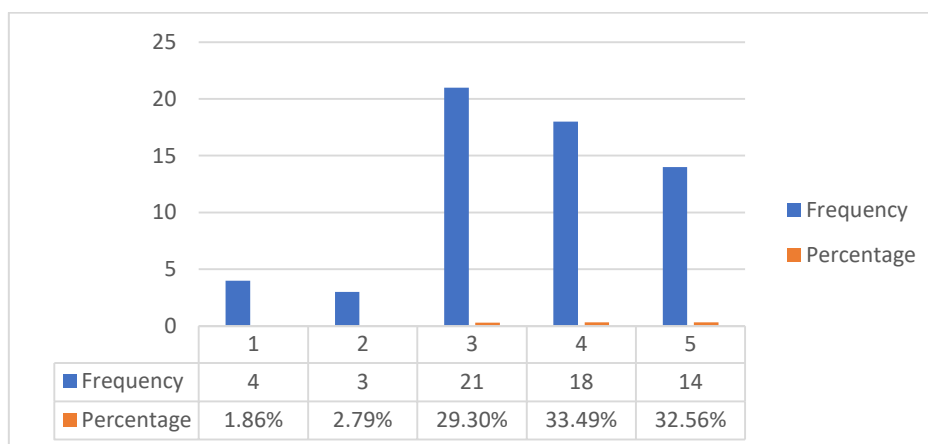


FIGURE 8 Distribution of Respondents' Responses on the Five-Point Likert Scale

The Researcher observes that a majority of respondents agree that their organization provides competitive compensation and benefits. This indicates that financial rewards continue to serve as a foundational element of the Employee Value Proposition, contributing significantly to employee satisfaction and organizational commitment.

Career Growth & Development Opportunities

TABLE 8 Distribution of Respondents' Responses on the Five-Point Likert Scale

1 – Strongly Disagree 5- Strongly agree	Frequency	Percentage
1	3	1.36%
2	6	5.45%
3	16	21.82%
4	18	32.73%
5	17	38.64%
Grand Total	60	100.00%

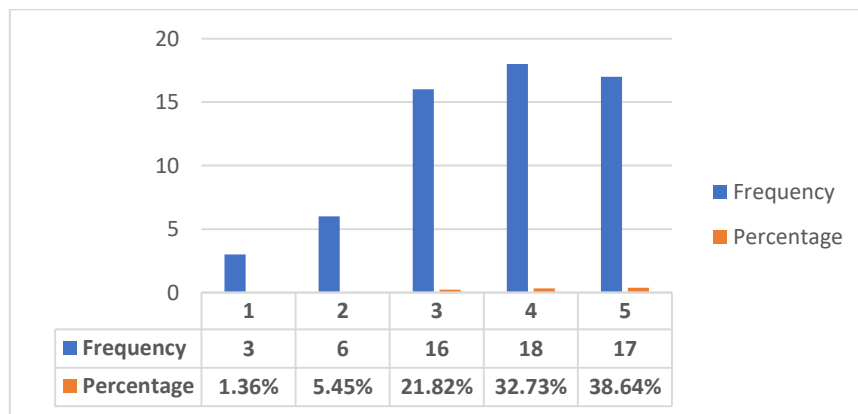


FIGURE 9 Distribution of Respondents' Responses on the Five-Point Likert Scale

The Researcher observes that respondents strongly perceive the availability of career growth opportunities within their organization. This highlights that advancement prospects and long-term career planning play a crucial role in enhancing employee engagement and retention.

Training & Development

TABLE 9 Distribution of Respondents' Responses on the Five-Point Likert Scale

1 – Strongly Disagree 5- Strongly agree	Frequency	Percentage
1	3	1.37%
2	6	5.48%
3	14	19.18%
4	23	42.01%
5	14	31.96%
Grand Total	60	100.00%

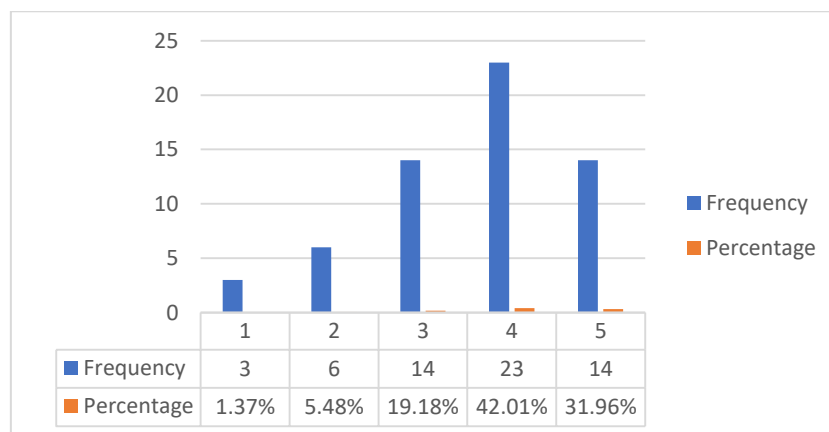


FIGURE 10 Respondents' Level of Agreement on the Five-Point Likert Scale

The Researcher observes that training and development programs are positively perceived by employees, with most respondents acknowledging their role in skill enhancement.

Work-Life Balance

TABLE 10 Frequency and Percentage Distribution of Likert Scale Responses

1 – Strongly Disagree 5- Strongly agree	Frequency	Percentage
1	2	0.92%
2	8	7.34%
3	18	24.77%
4	14	25.69%
5	18	41.28%
Grand Total	60	100.00%

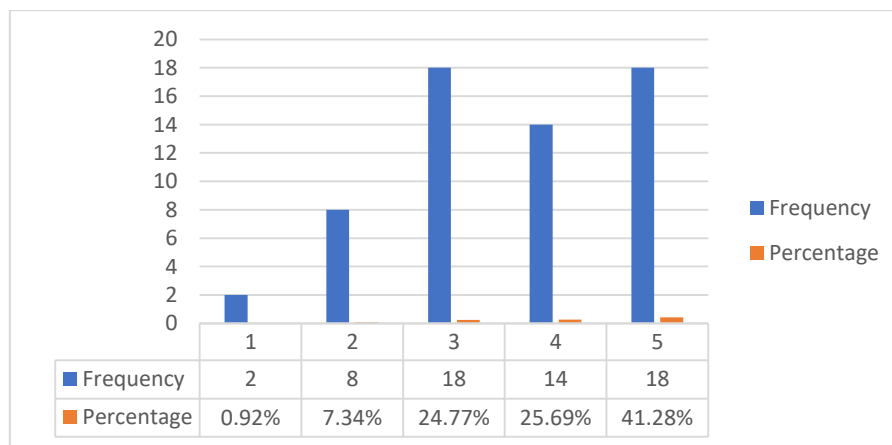


FIGURE 11 Respondents' Level of Agreement on the Five-Point Likert Scale

The Researcher observes that a significant proportion of respondents value work-life balance, indicating that organizations promoting flexibility and employee well-being experience higher engagement levels. This aligns with modern workforce expectations, especially among younger employees.

Organizational Culture

TABLE 11 Summary of Respondents' Responses Using a Five-Point Likert Scale

1 – Strongly Disagree 5- Strongly agree	Frequency	Percentage
1	3	1.32%
2	5	4.39%
3	14	18.42%
4	17	29.82%
5	21	46.05%
Grand Total	60	100.00%

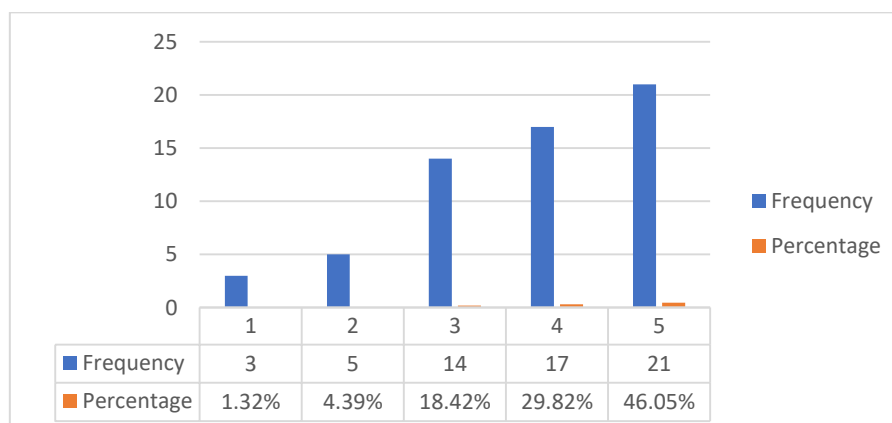


FIGURE 12 Distribution of Respondents' Responses on the Five-Point Likert Scale

The Researcher observes that a positive organizational culture characterized by collaboration and mutual respect is widely appreciated by respondents. This suggests that a healthy work environment strengthens employee belongingness and overall engagement.

Recognition and Appreciation

TABLE 12 Distribution of Agreement Ratings Among Respondents

1 – Strongly Disagree 5- Strongly agree	Frequency	Percentage
1	4	1.79%
2	5	4.48%
3	14	18.83%
4	18	32.29%
5	19	42.60%
Grand Total	60	100.00%

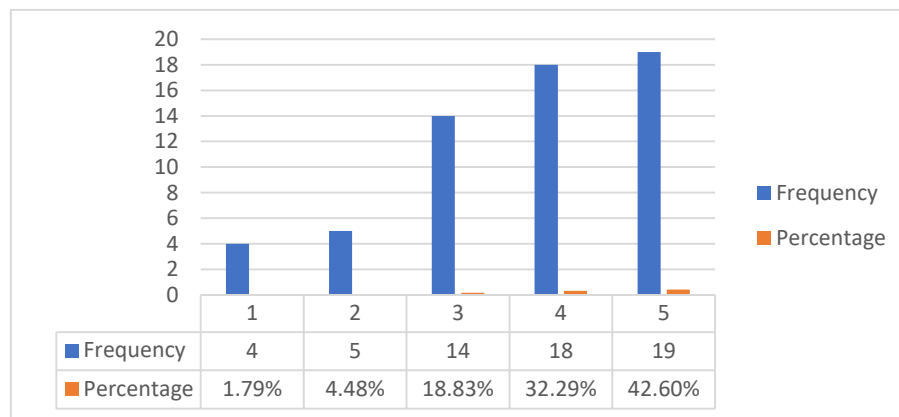


FIGURE 13 Respondents' Level of Agreement on the Five-Point Likert Scale

The Researcher observes that employees feel recognized and appreciated for their contributions, which enhances their morale and commitment. This indicates that non-monetary rewards play a significant role in sustaining employee engagement.

Employee Motivation

TABLE 13 Distribution of Agreement Ratings Among Respondents

1 – Strongly Disagree 5- Strongly agree	Frequency	Percentage
1	4	1.83%
2	7	6.42%
3	14	19.27%
4	17	31.19%
5	18	41.28%
Grand Total	60	100.00%

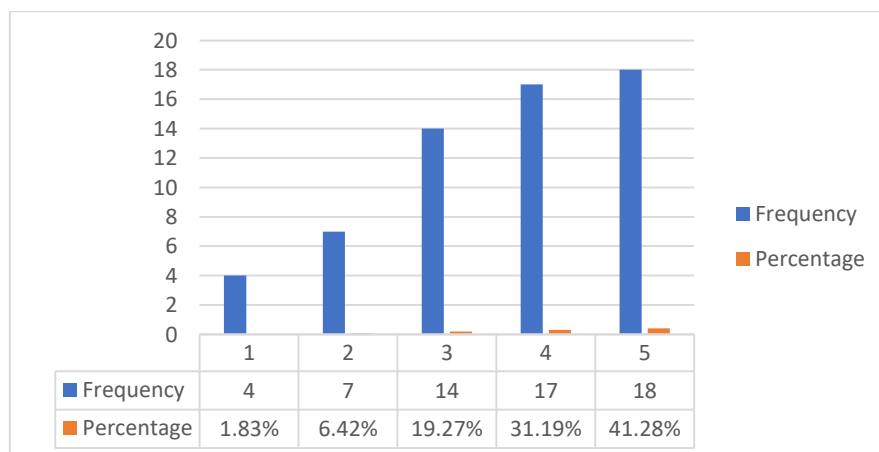


Figure 14 Frequency and Percentage Distribution of Likert Scale Responses

The Researcher observes that respondents demonstrate a strong willingness to contribute beyond their regular responsibilities, reflecting high levels of intrinsic motivation. This suggests that an effective EVP fosters proactive behaviour and organizational commitment.

Employer Recommendation

TABLE 14 Distribution of Respondents' Responses on the Five-Point Likert Scale

1 – Strongly Disagree 5- Strongly agree	Frequency	Percentage
1	4	1.81%
2	6	5.43%
3	12	16.29%
4	21	38.01%
5	17	38.46%
Grand Total	60	100.00%

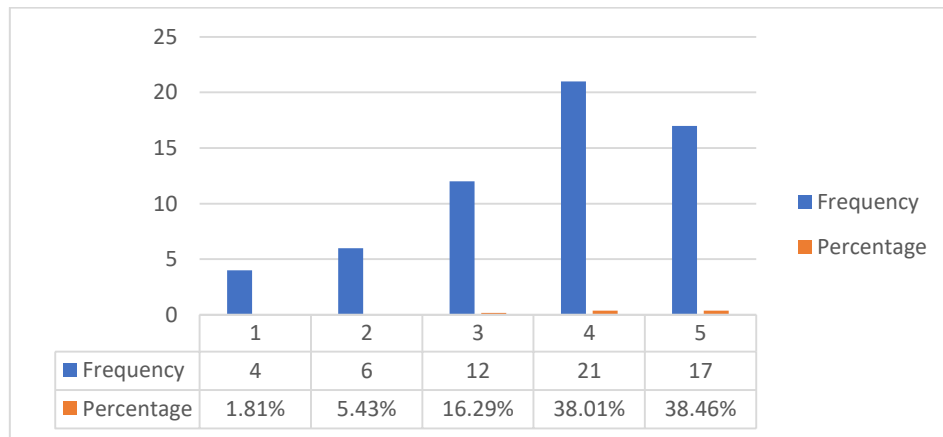


FIGURE 15 Distribution of Agreement Ratings Among Respondents

The Researcher observes that a majority of respondents are willing to recommend their organization as a great place to work. This indicates a positive employer brand perception and reflects high employee satisfaction levels.

Retention Intention

TABLE 15 Frequency and Percentage Distribution of Likert Scale Responses

1 – Strongly Disagree 5- Strongly agree	Frequency	Percentage
1	8	3.90%
2	5	4.88%
3	17	24.88%
4	14	27.32%
5	16	39.02%
Grand Total	60	100.00%

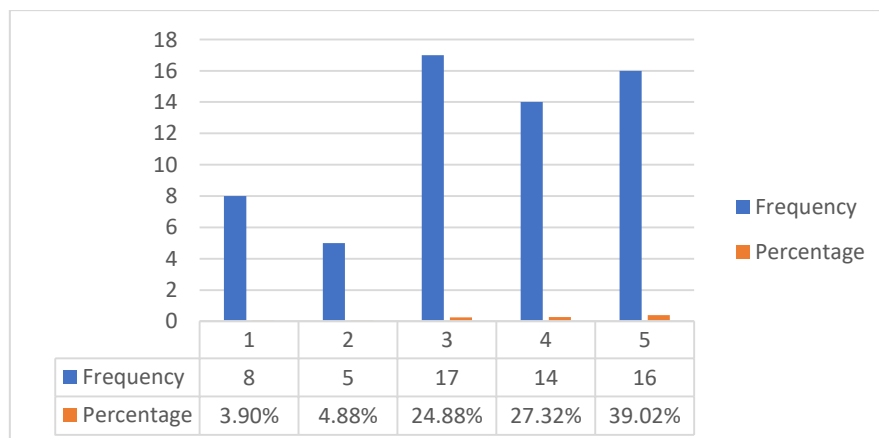


FIGURE 16 Distribution of Respondents' Responses on the Five-Point Likert Scale

The Researcher observes that a significant number of respondents express their intention to continue with the organization for the foreseeable future. This highlights that a strong EVP contributes to reduced turnover intention and improved employee retention.

Overall EVP Impact

TABLE 16 Distribution of Respondents' Responses on the Five-Point Likert Scale

1 – Strongly Disagree 5- Strongly agree	Frequency	Percentage
1	4	1.85%
2	7	6.48%
3	14	19.44%
4	19	35.19%
5	16	37.04%
Grand Total	60	100.00%

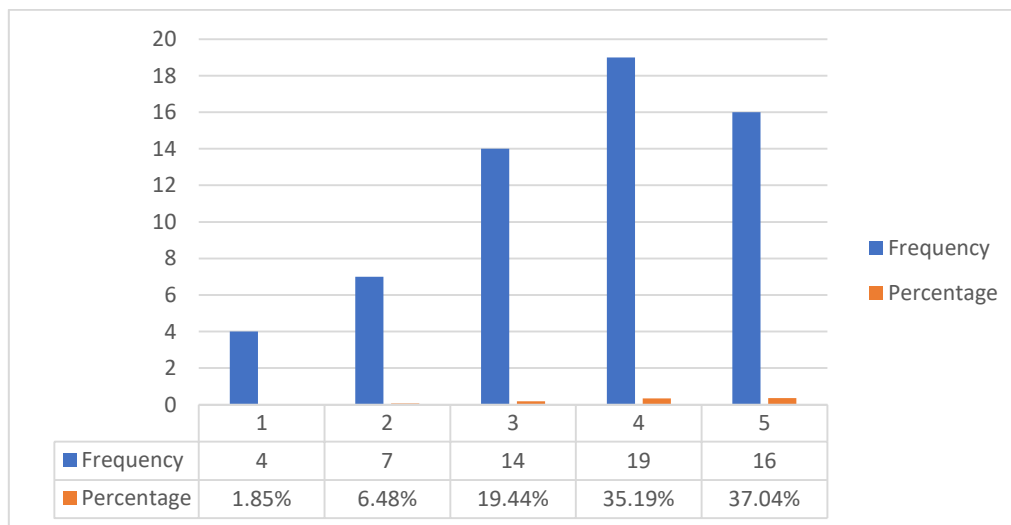


FIGURE 17 Distribution of Respondents' Responses on the Five-Point Likert Scale

The Researcher observes that a significant number of respondents express their intention to continue with the organization for the foreseeable future. This highlights that a strong EVP contributes to reduced turnover intention and improved employee retention.

10. FINDINGS

- The Researchers discover that the availability of continuous learning opportunities serves as a critical factor in driving employee motivation and professionalism.
- Our results show that the sample population has a strong male predominance and is predominantly from manufacturing, suggesting that the findings are mainly indicative of this specific industry context.
- The study reveals that the majority of the respondents are qualified, and many even hold postgraduate degrees, which means employees will expect far more from their jobs in terms of career prospects, learning, and support from the organization.
- The research shows that while compensation and benefits appear automatically adequate, they are not enough to create a very competitive compensation package, indicating the financial reward remains insufficiently appealing to strongly support engagement and retention.
- Career growth opportunities and training and development are perceived in a positive light and stand out as one of the top drivers of employee engagement, emphasizing the increasing importance of continuous learning to advance.
- Researchers found that employees place a high value on personal/work balance, which goes a long way toward overall contentment in [the organization as well].
- The study finds that organizational culture continues to be largely positive, with collaboration and mutual respect strengthening employees' sense of belonging.
- The study shows that recognition and appreciation are easy for employees, but as usual not so well executed.
- The study shows that with a strong EVP, employees are moderately to highly motivated and willing to perform beyond their own prescribed roles.

- The survey revealed that most respondents would recommend their company and tell others it was a nice place to work, which can be viewed as a strong indicator of your employer brand, as well as employee satisfaction.
- Moderate to high intention to remain in the organization is observed, leading researchers to conclude that EVP elements are linked with the retention of employees.
- The study concludes that EVP is a strategic tool for ensuring sustainable workforce stability, as a positive relationship exists between Employee Value Proposition and employee engagement and retention.

11. EVP's CONNECT TO EMPLOYEE ENGAGEMENT & RETENTION

The Employee Value Proposition (EVP) has a direct effect on the employees & can really help you associate employee engagement and retention. An excellent EVP builds a positive workplace where employees are cared for, inspired and emotionally involved with the organization. Employees become more engaged if organizations offer them better wages, career development, recognition, work-life balance as well as a positive culture.

When employees feel that the organisation cares for their well-being and career development, there tends to be an increase in employee engagement. Engaged employees are enthusiastic, productive, committed, and available in their organizational activities. They tend to go above and beyond the typical job description and help support organizational goals in an effective way.

EVP also speaks volumes of your employee retention. This means people are likely to be more loyal in an organization if there are meaningful benefits, growth opportunities, job satisfaction and a good workplace experience. A strong EVP meets expectations from an employer (professional) at the same time as fulfilling personnel (personal) expectations thereby reducing employee turnover. It fosters trust, belongingness and an employee's long-term commitment. So, a powerful EVP is not just a recruitment tool; it has the potential to become one among those strategic HR tools that not only attracts talented employees but also bring in the strength of engagement and retention, which leads to reinforcement performance and stability at an organizational level.

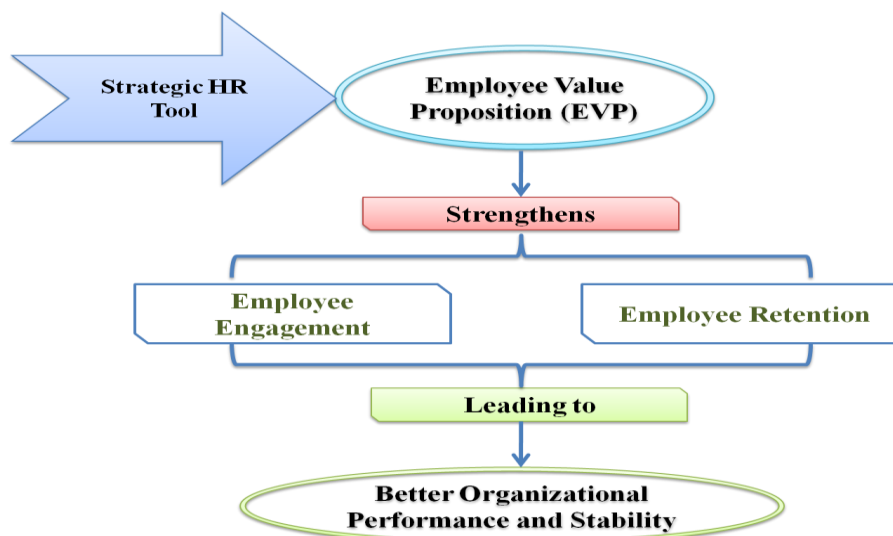


FIGURE 18 Chart No. 2: EVP's Connect to Employee Engagement & Retention

Source: Author's Study

12. CONCLUSION

The present study aimed to examine the impact of Employee Value Proposition (EVP) on employee engagement and retention. As per primary data analysis, it can be concluded that EVP is highly relevant in creating employee behaviors such as attitude and motivation along with long term association with organization. That study's results found that a complete non-work experience means more to employees today than just money. Although compensation and benefits continue to be some of the most crucial factors but during our research we could find that employee engagement is primarily driven by a few other things like career growth opportunities, training and development, work-life balance etc. Work-life balance and career development were found to be two of the strongest influencers of employee satisfaction and involvement among these. The report also reports that engagement among the workforce is key link in retention and EVP. Having a positive EVP affects motivation, commitment and people are willing to do more than their job. That higher level of engagement has a clear and direct impact on an organizations desire to remain in place with peoples intention being both greater more effectively following the reward of less poaching.

But if the research also highlights a woe. The practices related to recognition and appreciation were moderate, suggesting the scope for organizations to do more in terms of appreciating contributions. Furthermore, compensation is very good but we can increase that a little so people will be happier with it. The study provides evidence that a well-structured, effectively communicated EVP is a strategic tool for organizations to attract, engage and retain talent. Those that align their EVP with the expectations of employees, and continue to evolve as workforce needs change, are by far more likely to realize sustainable growth and competitive advantage. In wrap-up, EVP is not just an HR initiative; it is actually a complete strategy that drives organizational success via a motivated and engaged workforce.

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