

Employer Branding-A newfangled facet of Talent Management

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Abstract - In this cutthroat era of competition for acquiring and managing talented employees, it is essential for the organization to create a space for itself by conveying strong brand message. It is noteworthy that an organization's success lies on the familiarity of it, among the consumers/employees. This brings out the relevancy of creating a strong employer branding. This study is intended to analyze the various factors which are essential to create an employer branding which in turn will help the organization to balance the entire aspect of talent management. The research conducted here is based on examining the literature review and it is based on building a conceptual model by linking factors like artificial intelligence, social media and employee value proposition to employer branding. The study will help the managers to revitalize the concept of employer branding by inculcating few elements in the value proposition. The elements identified are: equal opportunity, transparency, job profile and strong leadership.

This study will pave way to do an empirical research for the future researchers.

Keywords: Employer branding, artificial intelligence, social media, employee value proposition, talent management

I. INTRODUCTION

“A brand is a reason to choose.”- Cheryl Burgess. A brand is not just a name, it is that element which connects a customer (potential employee) to an organization. Researches done in the recent years shows that 90% of employees pick the organization; it is not the organization which picks the employees. (Zojceska, 2019). This means that the more you are familiar among the employees, the more is the chance of you getting selected by the employees. Now the overall judgement of an organization typically depends on a concept called employer branding. Even though the concept was initialized in the year of 1996, it is gaining momentum in the recent years. The reason behind this popularization could be the add-on, done by the companies in their employee value proposition, which is considered as one of the most important factor of employer branding to face the competition.

Employer branding can be defined as the entire functional, economic and psychological elements which constitutes an organization as a whole and through which an organization is intended to attract the talented employees (Barrow,

1996).The term suggests that a firm benefits from employer branding when it is perceived as a great place to work in the minds of current employees and key stakeholders in the external market (Minchington, 2010).

Employer branding literally combines both the aspect of internal and external marketing. It is well said that if the organization is able to manage the internal branding in an appropriate way then it will automatically be able to catch hold the external branding process (Maheshkar, 2019). The more you satisfy your employees the more they spread a positive word of mouth and thereby makes employer branding process easy. The concept of employer branding starts with the process of attracting the employees towards the firm by inculcating various employee value propositions activities, which will also help the organization to retaining the talented employees in their firm in this cut throat competitive business world. Thus employer branding can be proved as one of the finest tool of talent management, which actually acts like a link between the pre-employment stage and actual employment stage (Mathew, 2015). It will also change the perspective of an organization in the way how it should operate and the way it should showcase itself

to the potential candidate (Ahmad & Daud, 2016). Thus the current paper is intended to reconnect the elements like artificial intelligence, EVP and social media to employer branding concept and how all these elements will create a strong employer brand, which directly influence the entire process of talent management.

Significance of the study:

- REBR study reveals that 19% of the employees had switched off from their current employer to another in 2018. It is also noticed that 91% of the employees check the reputation and popularity of the employer and the organization where they are going to apply for the job. This shows the relevancy of working towards a strong employer branding process and to understand how it will help in managing the talented employees in the long run.
- So far only few studies have been done by connecting altogether the factors like artificial intelligence, social media, employee value proposition to employer branding and the process of talent management.

II. LITERATURE REVIEW

2.1 Employer branding and Artificial Intelligence

Artificial intelligence are intended to replicate the human actions. Since AI can well be coordinated with the activities of a human, its proper utilization in the field of HR will give more productive meaning for the organization. AI will initiate to replace most of the work which is being traditionally done by humans and is capable of making it more efficient so that the strategy being formulated will exactly match with organization's objectives. AI enabled Chatbot has made it easier for the organization to identify the right candidate for the right job. According to the Harvard Business Review, 96% of the high profile HR people believes that AI has the caliber not only to acquire talented employees but it also help in retaining the employees in long term. It will not only help in the preliminary process of recruitment, but also help organizations judge the candidates based on various parameters like psychoanalytical, emotional and technical backgrounds (Pandita, 2019). One such example of AI based recruitment is 'Alt recruit' which basically helps the organization to identify the right candidate by collecting and sharing the information available across the database and social media platforms. Being tech-savvy in this era, will help even the employees to have a direct and feasible interaction with the employer through Chatbots. Chatbots will help to eliminate the unwanted information and help in filtering the right data about the candidate based on the requirement and the skill set expected (Nawaz & Gomes, 2019). It will also help the organization to select the right candidate without any bias.

AI will help the organization's branding effort by converting the candidate data into patterns and trends, in

the way they have engaged with the particular brand. The success of AI depends on the first impression being created in the minds of the potential candidates. The experience what AI influenced software creates while interacting with the candidate will actually help them to decide to have a further interaction or not with the organization.

2.2 Employer branding and Social media

With only the limited availability of talented employees, it is hard to acquire the right talent in the organization (Pandita, 2019). Existing employees take social media as a messenger to carry forward their thinking about the organization. Social media has become that platform where the employees are free to share their ideas and views about their employer. It is also a place for the organization to communicate about their branding efforts and thereby attract the potential candidates. Through social media, companies can create and manage a good long term relationship with both existing and the potential employees. It has become the cheapest source of sharing the information about the organization (Kissel & Buttgen, 2015). One such initiative was started by Glassdoor, where employees are asked to give points based on their organizations culture, values and overall satisfaction. Through such survey the potential employees can foresee the image of a prospective employer.

But there are cases when this sharing has went wrong when the employee intentionally create a bad image for the company out of frustration. Thus, WOM plays a crucial role for creating an employer brand by either taking the organization so high or letting it down (Kietzmann & Canhoto, 2013).

2.3 Employer branding , EVP and Talent Management

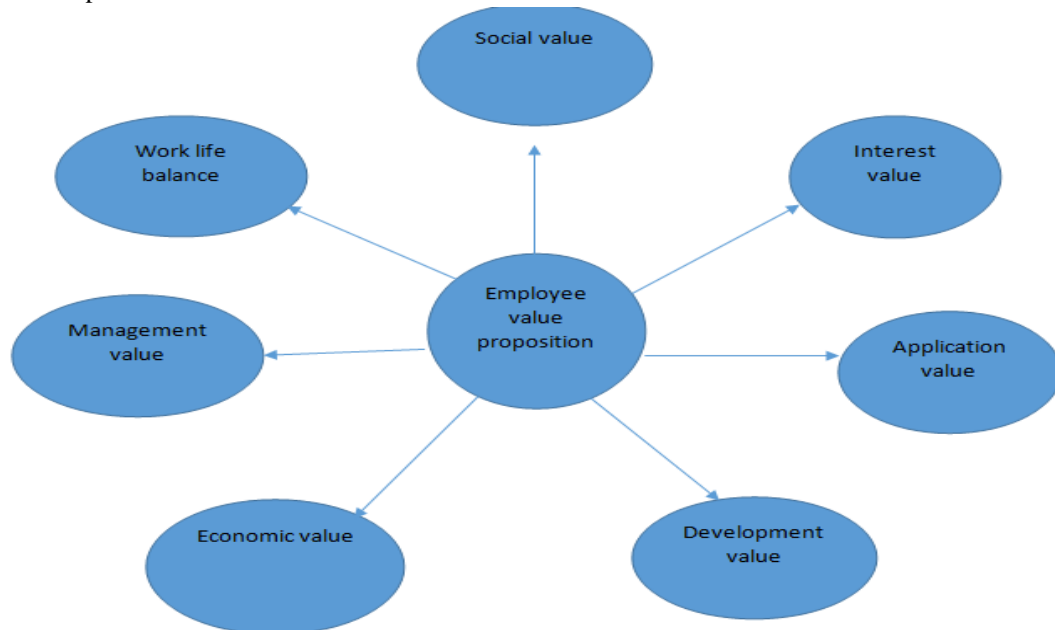
An employee frames his perception towards the employment offer based on the preliminary expectation what he has towards the organization (Maxwell & Knox, 2009). Conceding the efforts of employees as a part of EVP will ensure the employees to get connected with the organization and thereby the organization can use this element to create a strong employer brand (Ahmad & Daud, 2016). Strong employee value proposition will be able to fetch 60% of the talented employees towards the organization. Building a strong image of the brands will help the organization to boost up the talent management perspectives and it helps in positioning existing employees as the brand ambassador for the organization.

The Seven value proposition of employer branding by Dabrian et.al

The current study has added few value proposition elements along with the value proposition model of Dabrian. So it is important to give a snapshot of Dabrian et.al, (2016) employer value proposition model which can be classified into seven major areas such as social value, interest value,

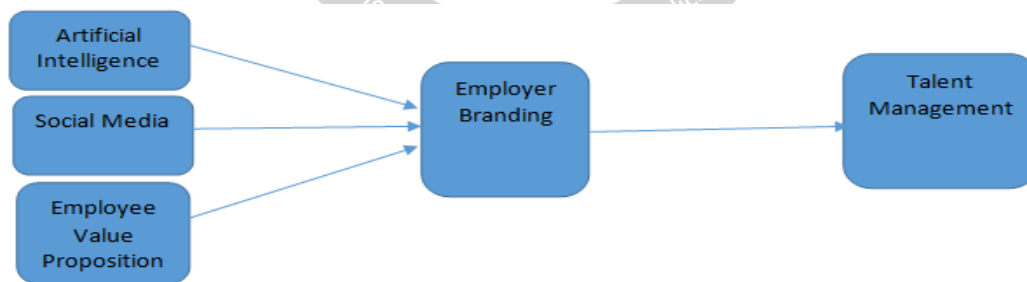
application value, development value, economic value, management value and work life balance. Social value is the concept where the employees gain a positivity from the working environment through the coworkers who craft entertainment and dynamism by holding equal values at the same time. Interest value can be bent if you provide the employee with an innovative work space and make the chore easier to undertake. Application value on other hand provides a platform enough for the employees to employ their skill sets without any obstruction. When an employer make out the contribution done by each individual and henceforth give him career progression will lead to a concept called development value. Economic value include

all the benefits like compensation, pension, health care benefits and so on which an employee presumes from the employer. Management value concept is considered to be the upshot of how well your employer treats you. It means that every individual expects a strong and rational leadership from the employer. Work life balance is considered as one of the most appreciated employee value proposition which virtually every employee expect from his organization. The work profile which has been assigned should give an appropriate autonomy for the employees so that they can balance both their work and the personal space.



Source: Dabrian et.al (2016)

Summary of the Predictive Model based on the current study:



III. RECONNECTING THE FACTORS TO EMPLOYER BRANDING AND TALENT MANAGEMENT BASED ON CURRENT STUDY

Artificial intelligence is considered to be a trajectory for employee advancement and improvement and offer tailored career management pathways. It helps the organization to understand the knowledge fissures within an organization and offer acquisition recommendations which will foresee the possibility of selecting talented employees and possibility of retaining them for a longer period (Sharma, 2018). A survey done by Deshpande (2018) respondents opined that AI is utmost supportive when tracking

candidates (58%), selecting the candidates (56%) and fostering candidates (55%).

The image what the organization creates through social media doesn't come in a fine morning. It will be the outcome of lots of reviews being given by the existing employees and through the branding efforts being taken care by the organization. Selecting an appropriate channel for communicating the information about the organization is very much relevant for building employer brand. More emphasizes has to be given for internal marketing so that the employees themselves will serve as a channel for communicating the information about the organization

through various social media platforms (Aggarwal, 2015). Among the various social media platforms available Facebook ranks in the top followed by Instagram and LinkedIn. REBR survey suggest that 69% of the candidates switch the job through channels like job portal and personal referrals.

Apart from the Dabrian et.al elements of value proposition, the current study has added four more factors which is considered to be crucial. The factors added are transparency, equal opportunity, strong leadership and job profile. Employees expect their employer to be transparent throughout the operations. A transparent employer brand will give the potential employee a good knowledge about what actually the company is all about and the culture what it follows (Tegze, 2018). Being transparent will help the employees to get engaged with the work. A survey report says that 58% of the employees are willing to work under an employer who is reliable and transparent (Creighton, 2019). Providing equal opportunity for all will give the employees a feel of getting the chance of job without any bias. There are lots of organizations who claim to adopt equal opportunity concept but failed many a times to provide the concept.

Every employee expect the monetary benefits, but at the same time they value the job content (Browne, 2012). Employees look forward to work in a job profile which actually help them to explore more on their career development. Last but not the least, employees expect to work under a strong leader. Robust, skillful leadership that works collaboratively to occupy managers and employees across the tasks, is significant to a successful employer brand strategy (Minchington, 2012). Working under a strong leadership, will help the employees to enhance their career while taking care of the organization objectives. The more effective the leader is, the more effective the employee will be. If the employees are happy enough with the current leadership, the satisfaction will lead to spreading of positive word of mouth and thereby will boost up employer branding. Adding appropriate elements in the value proposition will help the organization to attract both the existing talents, improves their productivity and can be able build an organization culture so that it will help the organization to retain the talented employees in the long run (Nagpal & Nagpal, 2019).

IV. DISCUSSION & SUGGESTION

- Build a culture, where the employees get automatically attached with the organization and bring out their best productivity.
- Now the trend has changed in such a way that rather than just looking into the organizations, potential employees have started to look and admire the 'best boss' concept. They are more focused on to work under such leadership where they can see themselves growing along with the organization. Most of the

employees expect the leader to be supportive. For example the recent case of vistara airlines.

- Employer should concentrate on the brand building aspect by taking care of the entire society. When an employer says that they are contributing towards the upliftment of transgender or giving the equal rights/opportunity for the LBGQT community, it has to be shown in the organizations policy. For example the recent policy of Tata Group.
- 'Show what you actually do'. A strong employer branding/brand should give a clear shot picture of what a company is all about and how does they work (Tiwari, 2018).
- The major problem with the employer branding is many a times, organization forgets the core idea or concept behind employer branding. It gets detached from the brand itself (Banta & Watras, 2019). In most of the cases, inconsistency exist between the branding and the reality. This happens especially with the branding activities done through websites. Organization should inculcate employer branding concept in corporate branding process and vice versa.
- Most of the employees leave the organization since they find that they don't have the opportunity for career development. Organizations need to take care of this aspect by defining an appropriate and vibrant career path which will integrate with the organization's objective too.

V. LIMITATIONS

- The study has concentrated mostly on the positive aspect of artificial intelligence and social media. It doesn't focus on the privacy related issues associated with the usage of such tools and media.
- The study has focused just on the conceptualization of factors which affect employer branding and thereby the process of talent management.

VI. CONCLUSION AND RECOMMENDATION FOR FUTURE STUDIES

This study is intended to connect the factors like artificial intelligence, social media, employee value proposition to employer branding and talent management. Employer branding has become a crucial part of organization to manage the talented employees in this cutthroat competitive era. Findings from the review shows that employer branding concept starts from the recruitment process (where artificial intelligence plays a vital role) and continues on how the organization manages the talent. Satisfied employees will act as a messenger for the organization to carry forward the activities involved in employer branding process. The findings from the literature review also shows that employer branding has to be inculcated with the culture and the leadership aspects of the organization. The study also suggest to include equal employment opportunity in

every organization and build a culture where every actions of the organization is transparent.

The study has only focused on the conceptual aspect of the factors associated with employer branding and talent management. Empirical research can be done by taking these factors into consideration. Future study can focus on the difference in perception of generation Y and generation Z towards the concept of employer branding. Employer branding should be done in such a way that it could able to fulfill the expectation of different generation of employees. Further studies can be done to understand the impact of negative word of mouth employer branding. The future studies can also focus on the relationship between artificial intelligence and sentimental analysis to employer branding.

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