



International Journal of Engineering, Business and Enterprise Applications (IJEBA)

www.iasir.net

Employer Branding: The New Mantra for Talent Acquisition

¹Mrs. Shipra Sharma, ²Ms. Sakshi Chhabra

¹Centre for Development of Advanced Computing

B/30 Academic Block, Sector 62, Noida

²Plot No.4 GYS Heights, MasTech Sector 125, Noida

Abstract: This paper encompasses the new area of research exploring the thought where brand is not just a symbolic embodiment of all the informations connected to a company, product or service but also embrace its employees." This research thus covers the idea of creating employer's brand which is the image seen through the eyes of current and potential employees. Making the place attractive for new talents and also keep the potential employees motivated for being the part of the organization. The report aims at understanding the fact that building a strong employer brand image in market by an organization act as a major source for talent acquisition. The following 6 Employer Brand dimensions are considered for current study they are Product & Services, Business performance, Pay & Benefits, Management, employer behavior and work life balance. The data will be collected through questionnaire (measured on 5-point likert scale). This study quantifies the effects of employer branding on talent acquisition on the basis of above dimensions on job seekers. The research is followed by findings and recommendations.

Keyword: Employer Branding (EB), Talent Acquisition

I. Introduction

The concept of employer branding was developed at the end of 1990s in consequence of tightening labor markets. Ever since, the idea has developed on the minds of both human resource and marketing professionals. However, the concept remains controversial and it is still responded skeptically. It has become harder to attract talents and companies have to make long term employer branding strategies. (Taylor, 2010)

Ballantyne introduced the "six markets" model which highlights the six stakeholder markets that a company should have a relationship with, including the recruitment and internal markets (2002). For customers a company communicates with its company or product brand, whereas for these two markets a company should communicate with its employer brand. This does not mean that the company would have several separate brands, but that it has several aspects in its one brand. It has to communicate different messages via different channels depending on whom the message is targeted at. Potential employees are interested in different things than consumers.

At present time this term is very much widespread almost all over the world and it keeps on spreading and most of the companies are applying the concepts and principle about the subject. As a matter of fact most of the companies consider employer branding as one of the most integral part in their business strategy. This is testified in different countries such as in USA, India, Australia, Asia, and Europe.

In the changing business scenario corporate brands have become enormously valuable assets. The Employer Branding is evolving, to increase the attention towards attracting and retaining potential employees in any nature of the organization. Companies with a strong and positive corporate brand image have two advantages; they are an ability to have a single umbrella image that throws light on a range of products (corporate branding giants like Sony, Disney and Microsoft) second an ability to attract and retain the best talents in the market and get a commitment to quality from them (Yahoo, Southwest Airlines and Infosys).

II. Methodology

A. Choice of Method

The aim is to find relationships between variables by studying different situations or problems as well as try to find new insights into new phenomena, leading to a mixture of an exploratory and an explanatory research design. Null hypothesis considered is an Employer Branding (EB) element play a major role in talent acquisition is supported and clarified by theories¹. The hypothesis being followed by EB elements for talent acquisition of job seekers have been tested using the data collected from and evaluated using Chi Square method.

III. The relation between Employer branding and Talent Acquisition

In today's brand conscious era where everyone is driven by branded products, services it has become more of a status symbol and this has not kept our organizations untouched. Even they are striving for creating a brand image which has forced them to invest huge capital on branding the company image. This has lead them to meet their objective –one hitting the competitive market with high profit margins and the other which has captured the attentions of the recruiters, is creating a market for new and potential talents. This has led the companies to enter in a "War of Talent" that encounters the fight between the employees to recruit and retain the correct hire.

Looking at the supply statistics from the view point of talent, one can conclude that the population is ageing. The trend is projected for Germany, where by 2025 the number of people between 15 to 64 age group will fall by 7 percent and by 9 percent in Italy. The trend happens to be more drastic for China because of one-child policy. At the same time candidates equal and above 55 age group desires to work longer in order to afford later retirement. This scenario will soon lead to leadership drain.

Hence, it becomes necessary for the organization to create a brand for its employees keeping them loyal to the company and for the potential candidates to visualize organization as a dream company to get associated with. These two aspects would direct the employer to attract and retain potential talents resulting in increased productivity creating an image of the company through its employees.

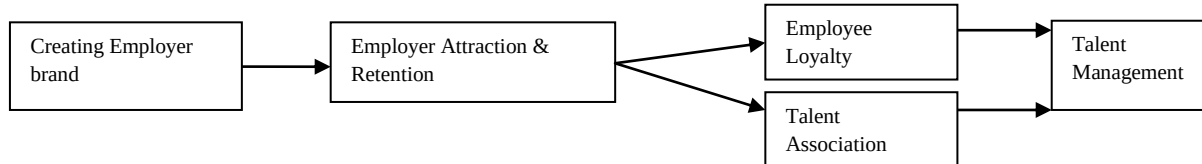


Figure 1: Relationship between Employer Branding and Talent Management

A. Key Elements of Employer branding

S.No.	EB Dimensions	Description	Key Questions
1.	Products & Services	Products are tangible and discernible items that the organization produces and Services refers to the production of an essentially intangible benefit, either in its own right or as a significant element of a tangible product, which through some form of exchange, satisfies an identified need.	Do people trust and praise your products and services? Are they competitive? Does your organization well think of in the marketplace?
2.	Business Performance	This refers to the business' independent criteria to assess its overall outcomes, in relation to its own goals.	Is your organization stable, profitable and growing? Are they scandal free? Do suppliers respect your organization?
3.	Pay and Benefit	This refers to the payment schemes and other benefits given to the employees	Does the organization provide handsome salary and other benefits?
4.	Management	This refers to the dealing with or controlling things or people: "the management of deer"	Does your organization offer an admirable leadership?
5.	Employer Behavior	This refers to an attitude of an employer towards candidates in favorable and non favorable situations	How employer is treating the candidates?
6.	Work Life Balance	It refers to the balance between employee's personnel life and work life	Does your organization keeps a work life balance and provide a good quality of work life?

IV. Analysis

A. Research Problem

The primary research question is: "What kind of decision making process occurs when a job seeker applies for a job?" The research aims to answer these questions:

- (i) What information interests job seekers?
- (ii) What job qualities are appreciated by job seekers?
- (iii) Do the theoretical benefits of employer branding exist?

The objective of the primary research is to find out which qualities of employers are appreciated by job seekers and whether the above mentioned parameters affect the decision of job seekers while applying for jobs.

B. Research Design and Sampling Technique

The type of research design used in the project was Descriptive research, because it helps to describe a particular situation prevailing within an organization.

Simple random sampling method was used in this project. Since population was not of a homogenous group, Stratified technique was applied so as to obtain a representative sample. The employees were stratified into a number of sub-population or strata and sample items (population with different qualification) were selected from each stratum on the basis of simple random sampling.

C. Tools Used For Analysis

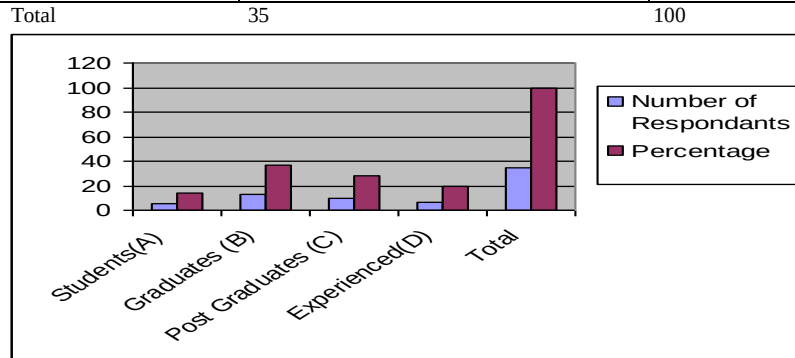
- Percentage Analysis
- Chi-Square.
- Five point likert scale.

D. Data Segregation

All the data has been collected, usable responses are put on for consideration and summarised in Table 1 shown below. The proper analysis on the basis of 6 EB parameters for further research Process is in progress which will include the basic issues related with Employer branding and the ways to overcome them.

Table I-A

Group	Number of Respondants	Percentage
Students(A)	5	14.28
Graduates (B)	13	37.14
Post Graduates (C)	10	28.57
Experienced(D)	7	20



E. Inference

It is seen from the table 1-A that 37.14 % of the sample population is Graduates, 28.57 % are Post graduates, 20 % are Experienced and 14.28 % are Students.

F. CHI-SQUARE Test

For checking the hypothesis for EB Parameters:-

Here,

Group A- Students

Group B- Graduates

Group C- Post Graduates

Group D- Experienced

Degree of satisfaction is defined by Likert scale i.e

5-Strongly agree

4-Agree

3-Neutral

2-disagree

1-Strongly Disagree

Significance level is taken as 5%

Degree of Freedom=(r-1)(c-1)

$$= (4-1)(5-1)=12$$

Tabulated value of Chi-Square at significance level of 5 % and degree of freedom as 12 =21.026

A) Products & Services

H0:-All the groups of job seekers are attracted by Products and services provided by organization.

H1:-All the groups of job seekers are not attracted by products and services provided by organization.

Table-III-A

Group	5	4	3	2	1	Total
A	4	1	0	0	0	5
B	3	6	4	0	0	13
C	3	7	0	0	0	10
D	5	1	1	0	0	7
Total	15	15	5	0	0	35

Observed Frequency (O)	Expected Frequency (E)	O-E	(O-E) ²	(O-E) ² / E
4	2.142	1.858	3.452	1.611
3	4.285	-1.285	1.651	0.384
3	4.285	-1.285	1.651	0.384
5	3	2	4	1.33
1	2.142	1.142	1.304	0.608
6	5.571	0.429	0.184	0.033
7	4.285	2.715	7.371	1.720
1	3	-2	4	1.33
0	0.714	-0.714	0.509	0.712
4	1.857	2.143	4.52	2.472
0	1.428	-1.428	2.039	1.427
1	1	0	0	0
0	0	0	0	0

Calculated Value

12.814

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

O = the frequencies observed

E = the frequencies expected

$\sum$ = the 'sum of'

Therefore, Calculated value of chi-square = 12.814

B) Business Performance

H0:-All the groups of job seekers are attracted by business performance of organization .

H1:-All the groups of job seekers are not attracted by business performance of organization.

Table-III-B

Group	5	4	3	2	1	Total
A	2	1	2	0	0	5
B	1	10	2	0	0	13
C	1	4	5	0	0	10
D	1	5	1	0	0	7
Total	5	20	10	0	0	35

Observed Frequency (O)	Expected Frequency (E)	O-E	(O-E) ²	(O-E) ² / E
2	0.714	1.286	1.653	2.315
1	1	0	0	0
1	1.428	-0.428	0.183	0.128
1	1.857	-0.857	0.734	0.395
1	2.857	-1.857	3.448	1.206
5	4	1	1	0.25
4	5.714	-1.714	2.937	0.514
10	7.428	2.527	6.615	0.890
2	1.428	0.572	0.327	0.228
1	2	-1	1	0.5
5	2.857	2.143	4.592	1.607
2	3.714	-1.714	2.937	0.790
0	0	0	0	0

Calculated Value

8.823

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

O = the frequencies observed

E = the frequencies expected

$\sum$ = the 'sum of'

Therefore, Calculated value of chi-square = 8.823

C) Pay & Benefits

H0:-All the groups of job seekers are attracted by Pay & benefit schemes provided by an organization.

H1:-All the groups of job seekers are not attracted by Pay & benefit schemes provided by an organization.

Table-III C

Group	5	4	3	2	1	Total
A	1	2	1	1	0	5
B	3	7	3	0	0	13
C	5	4	0	1	0	10
D	1	3	2	1	0	7
Total	10	16	6	3	0	35

Observed Frequency (O)	Expected Frequency (E)	O-E	(O-E) ²	(O-E) ² / E
1	1.428	0.428	0.183	0.128
1	2	-1	1	0.5
5	2.857	2.142	4.591	1.6072
3	3.714	-0.714	0.510	0.137
2	1.857	0.142	0.020	0.0023
3	3.2	-0.2	0.04	0.0125
4	4.571	-0.571	0.326	0.071
7	5.942	1.057	1.111	0.1880
1	0.857	0.142	0.020	0.0023
2	1.2	0.8	0.64	0.533
0	1.714	-1.714	2.938	1.714
3	2.22	0.77	0.595	0.268
1	0.428	0.571	0.326	0.76
1	0.6	0.4	0.16	0.26

1	0.857	0.142	0.020	0.023
0	1.14	-1.14	1.241	1.14
0	0	0	0	0
Calculated Value				7.354

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

O = the frequencies observed

E = the frequencies expected

$\sum$ = the 'sum of'

Therefore, Calculated value of chi-square = 7.354.

D) Management

H0:-All the groups of job seekers are attracted by Management at organization.

H1:-All the groups of job seekers are not attracted by Management at organization.

Table-III D

Group	5	4	3	2	1	Total
A	3	0	1	1	0	5
B	1	10	1	1	0	13
C	1	5	2	2	0	10
D	0	5	1	1	0	7
Total	5	20	5	5	0	35

Observed Frequency (O)	Expected Frequency (E)	O-E	(O-E) ²	(O-E) ² / E
3	0.714	2.286	5.225	7.31
0	1	-1	1	1
1	1.428	-0.428	0.183	0.128
1	1.857	-0.857	0.734	0.39
0	2.857	-2.857	8.162	2.85
5	4	1	1	0.25
5	5.714	-0.714	0.509	0.089
10	7.428	2.58	6.656	0.089
1	0.714	-0.286	0.081	0.114
1	1	0	0	0
2	1.428	0.572	0.327	0.229
1	1.857	-0.857	0.734	0.39
1	0.714	-0.714	0.509	0.712
1	1	0	0	0
2	1.428	0.572	0.327	0.229
1	1.857	-0.857	0.734	0.39
0	0	0	0	0

Calculated Value

14.879

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

O = the frequencies observed

E = the frequencies expected

$\sum$ = the 'sum of'

Therefore, Calculated value of chi-square = 14.879.

E) Employer Behavior

H0:-All the groups of job seekers are attracted by Employer behavior in organization.

H1:-All the groups of job seekers are not attracted by employer behavior in organization.

Table-III E

Group	5	4	3	2	1	Total
A	2	2	1	0	0	5
B	11	1	1	0	0	13
C	5	2	2	0	1	10
D	1	2	2	1	0	7
Total	19	7	6	1	2	35

Observed Frequency (O)	Expected Frequency (E)	O-E	(O-E) ²	(O-E) ² / E
2	2.714	-0.714	0.509	0.187
1	3.8	-2.8	7.84	2.063
5	5.428	-0.428	0.183	0.022
11	7.057	3.94	15.546	2.202

2	1	1	1	1
2	1.4	0.6	0.36	0.257
2	2	0	0	0
1	2.6	-1.6	2.56	0.984
1	0.857	0.142	0.020	0.023
2	1.2	0.8	0.64	0.533
2	1.714	0.28	0.081	0.0472
1	2.22	-1.22	1.488	0.670
0	0.142	-0.142	0.020	0.143
1	0.2	0.8	0.64	3.2
0	0.285	-0.285	0.081	0.285
0	0.371	-0.371	0.137	0.371
0	0.285	-0.285	0.089	0.285
1	0.4	0.6	0.36	0.9
1	0.571	0.428	0.176	0.308
0	0.742	-0.742	0.551	0.742
Calculated Value				14.233

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

O = the frequencies observed

E = the frequencies expected

$\sum$ = the 'sum of'

Therefore, Calculated value of chi-square = 14.232.

F) Work Life Balance

H0:-All the groups of job seekers are attracted by work life balance in organization.

H1:-All the groups of job seekers are not attracted by work life balance in organization.

Table-III F

Group	5	4	3	2	1	Total
A	1	2	1	1	0	5
B	1	10	1	0	1	13
C	3	5	1	0	1	10
D	2	2	2	0	1	7
Total	7	19	5	1	3	35

Observed Frequency (O)	Expected Frequency (E)	O-E	(O-E) ²	(O-E) ² / E
1	1	0	0	0
2	1.4	0.6	0.36	0.257
3	2	1	1	0.5
1	2.6	-1.6	2.56	0.984
2	2.714	-0.714	0.510	0.187
2	3.8	-1.8	3.24	0.852
5	5.428	-0.428	0.183	0.033
10	7.057	2.942	8.660	1.227
1	0.714	0.285	0.081	0.114
2	1	1	1	1
1	1.428	-0.428	0.183	0.128
1	1.857	-0.857	0.734	0.395
1	0.142	0.857	0.734	5.169
1	0.2	-0.2	0.04	0.2
0	0.285	-0.285	0.081	0.285
0	0.371	-0.371	0.137	0.371
0	0.428	-0.428	0.183	0.428
1	0.6	0.4	0.16	0.26
1	0.857	0.142	0.020	0.023
1	1.114	-0.114	0.013	0.0117
Calculated Value				12.424

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

O = the frequencies observed

E = the frequencies expected

$\sum$ = the 'sum of'

Therefore, Calculated value of chi-square = 12.424.

INFERENCE:-

It is seen from the above calculations that tabulated value of Chi-square is more than the calculated value for each Employer Brand parameters i.e. Product & Services ,Organizational Culture , Business performance ,Pay & Benefits , Management, Social Values , employer behavior and work life balance which states the fact that null hypothesis taken is correct, i.e. Job seekers of all groups are attracted by Employer Brand parameters while making their decision to work in a particular organization.

V. Findings & Recommendations

A. Key Findings

1. It is seen from the table that 37.14 % of the sample population is Graduates, 28.57 % are Post graduates , 20 % are Experienced and 14.28 % are Students.
2. It is seen that from the above calculations that tabulated value of Chi-square is more than the calculated value for each Employer Brand parameters i.e. Product & Services ,Organizational Culture , Business performance ,Pay & Benefits , Management, Social Values , employer behavior and work life balance which states the fact that null hypothesis taken is correct. This represents that Job seekers of all groups are attracted by Employer Brand parameters while making their decision to work in a particular organization.

B. Recommendations

Employer branding not only act as a source of talent acquisition but actually plays a major role in Talent Management in organization. Employer branding can be a worthwhile marketing investment, when done right. As in any other marketing activity, the company needs to know the target group in order to attract them. In case the company knows what students and graduates want and what are their needs, they can communicate the things they have to offer, that meet the needs and wants. The employer branding process is continuous and it should be as carefully planned. The society is becoming more and more service centered and people are the asset than can lead a business to success.

Maslow has created a hierarchy of needs where all human needs are placed in ascending order of its importance.

- 1) Physiological needs are basic needs sustaining human life.
- 2) Safety needs are need of being free of physical danger and of the fear of losing job, home etc.
- 3) Affiliation needs are needs to be accepted.
- 4) Esteem needs occur when a person has started to satisfy its need for belonging. After this, people need to be held in esteem by themselves and others. These needs produce satisfactions such as power and prestige.
- 5) Need for self-actualization is the highest need. This is the desire for one to become what it's capable of becoming.

Employer branding not only act as a source of talent acquisition but actually plays a major role in Talent Management in organization. Employer branding can be a worthwhile marketing investment, when done right. As in any other marketing activity, the company needs to know the target group in order to attract them. In case the company knows what students and graduates want, they can communicate the things they have to offer, that meet the wants. The employer branding process is continuous and it should be as carefully planned. The society is becoming more and more service centered and people are the asset than can lead a business to success.

VI. Conclusion

This research has proven that employer branding can have a positive effect from the company point of view on the job application processes of job seekers. However, the company needs to communicate the benefits it has to offer that meet the needs, wants and desires of job seekers. As in all marketing communications, the company has to communicate the right message via the right channel to succeed.

The main media of communicating employer brand happens through Internet, which is mostly accessed by students and graduates. Internet presence is highly important because the information search happens mostly on portals, websites and soon. This presence is needed at the places where applying process takes place, e.g. job portals and search engines. However, companies should also have an employer presence at their own website. They should invest in having a variety of updated information at the Internet, because the information search can be assumed to be wider than at the consumer decision making process. It is harder to withdraw after accepting a job compared to buying behavior and the person needs to be fairly sure that the decision is right. In order the company to make sure potential employees choose them, they need to, besides spreading information, they also need to highlight their benefits at the announcements and attract them at the interviews. This means that the companies should invest in creating distinctive announcements which are the advertisements for the available positions.

Bibliography

- [1]. Baack, D. and Clow, E. K. (2002) Integrated Advertising, Promotion & Marketing Communications. New Jersey: Pearson Education Inc.
- [2]. Ballantyne, D., Christopher, M. and Payne, A. (2002) Relationship Marketing: Creating Shareholder Value. Rev. Edition.

- Oxford: Butterworth-Heinemann.
- [3]. Ballantyne, D., Christopher, M. and Payne, A. (2005) A stakeholder approach to relationship marketing strategy: The development and use of the “six markets” model. *European Journal of Marketing*, 39 (7/8), pp. 855-871 [online.] Available from: ProQuest Legacy ABI/INFORM Global at <http://www.proquest.co.uk/en-UK/> [Accessed 9.4.2011].
 - [4]. Blackett, T. (2003) What is a brand? *Brands & Branding*, pp.13-25 [online]. Available from: Business Source Complete at <http://search.ebscohost.com/> [Accessed: 29.10.2011 at 10.49].
 - [5]. Chernatony, L. de (2001) *From Brand Vision to Brand Evaluation: Strategically Building and Sustaining Brands*. Oxford: Butterworth-Heinemann.
 - [6]. Healey, M. (2008) What is branding?[online]. Mies: RotoVision SA. Available from: <http://books.google.fi/> [Accessed: 04.12.2011 at 13.36].
 - [7]. Keller, K.L., Apéria, T. & Georgson, M. (2008) *Strategic Brand Management: An European Perspective* [online]. Essex: Pearson Education Limited. Available from: <http://books.google.fi/> [Accessed: 11.12.2011 at 09.44].
 - [8]. Koontz, H. & Weihrich, H. (2007) *Essentials of Management: An International Perspective* [online]. 7th edition. New Delhi: Tata MacGraw-Hill. Available from: <http://books.google.fi/> [Accessed: 10.12.2011 at 14.25].
 - [9]. Kotler, P., Armstrong, G., Saunders, J. and Wong, V. (1999) *Principles of Marketing*. 2nd European edition. London: Prentice Hall Europe.
 - [10]. Mandhanya, Y. and Maitri, S. (2010) Employer branding: A tool for talent management. *Global Management Review*, 4 (2), pp. 43-48 [online]. Available from: Business Source Complete at <http://search.ebscohost.com/> [Accessed 28.3.2011].
 - [11]. PricewaterhouseCoopers (2011) Nuoret kaipaavat työn ohella koulutusta ja vapaa-aikaa. PricewaterhouseCoopers. 22th December [online]. Available from: <http://www.pwc.com/fi/fi/tiedotteet-2011/nuoret-kaipaavat-tyon-ohella-koulutusta-ja-vapaa-aikaa.jhtml> [Accessed: 6.1.2012 at 12.18].
 - [12]. Saunders, M., Lewis, P. & Thornhill, A. (2009) *The research methods for business students*. 5th edition. Essex: Pearson Education Limited.
 - [13]. Taylor, S. (2010) *Resourcing and Talent Management*. 5th edition. London: Chartered Institute of Personnel and Development.
 - [14]. Thompson, A. B. (2003) Brand positioning and brand creation. *Brands & Branding*, pp.79-95 [online.] Available from: Business Source Complete at <http://search.ebscohost.com/> [Accessed: 29.10.2011 at 10.56].