EMPLOYER BRANDING: A TOOL FOR TALENT ACQUISITION

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Abstract : This paper centralizes on, how creating an employer brand in the minds of employees can help in this direction. Nowadays, Organizations confront the biggest challenge of replacing experienced and talented workers over the coming decades as the Baby Boomer generation retires. The challenge comes at the mean time as seismic movements from employment to unemployment. As talent management is becoming an area of major concern, there is a need for providing more focus on their talent acquisition strategy, Employer branding is one among them. Nowadays, the organizations are also switching over to innovative recruitment practices to search out the correct skill sets and competencies for their organization and also meet the demands for talent with a peculiar skill set in a provided timeline. Organizations have started branding themselves as a "best place to work" to attract current and potential employees. Employer branding is done for constructing a positive organization's image and has come up as an important and successful strategic tool. We then infer some researches that support a systems-oriented definition of talent management and employer branding that concentrated on how to develop stable, long term talent management strategies to attract, hire, develop and retain talent. This paper is a qualitative research study which is focused on the literature reviews. The purpose of this paper is to discuss some of these practices and also to investigate talent acquisition and its relationship with the employer branding with the aid of literature reviews.

IndexTerms - Talent Acquisition; Recruitment; Employees; Employer Branding; Job Satisfaction.

I. INTRODUCTION

Organizations progressively perceive human capital as a vital resource who can achieve the organization to the higher degree (Cairncross, 2000) and as talent is rare, significant, difficult and hard to replace, organizations must need to grow better strategy to pull in, select and hold this talent outperform those that do not (Barney and Wright, 1998). Advancement of Technology and worldwide rivalry are the principle wellsprings of changes in employment patterns which are moving towards ferocious rivalry between employers of various organizations to draw in and hold talented workers (Osborn-Jones, 2001). Staffing plays as a key chance to increase upper hand (Ployhart, 2006). Today an organization's prosperity is specifically corresponding to the talent it is recruiting. Recruitment is critical not only for retaining in the competitive advantage yet in addition for fundamental organizational survival (Taylorand Collins, 2000). Competition and the absence of accessibility of highly talented and competent employees make finding and retaining talented employees a major priority for organizations (Flegley, 2006). In the arranged worldwide economy, top talent is the fundamental need. Talent is scarce resulting in a tight labour market subsequently it has various options particularly in learning based and benefit driven organizations. Organizations are confronting exceptional competition in looking through a similar skill set. Organizations in the USA reflect a proceeding with drift towards unassuming increments in-house knowledge intensive IT staffs at most organizations, yet in most ''substantial'' and Fortune 500 organizations expect to moderately increase staffing levels by 2008. Most SMEs foresee generous augmentation in employing (Zwieget al., 2006, p. 102). As per a study in view of 33,000 employers from 23 countries, 40 per cent of them experienced in pursuing and contracting the desired talent (Manpower Inc.,2006) and around 90 per cent of almost 7,000 managers brought up that the talent acquisition and retention were ending up more troublesome (Axelrod et al. , 2001). Accordingly they are putting all their strength towards finding the right talent with peculiar attributes and competencies, hiring them at any cost and retaining just those whom they need. It is consequential for all companies to firstly build an employer branding then maintain a talent strategy that goes deep into the organization and is able to supply the talent to meet a changing business climate. It is mandatory to recognize that hiring is not just a solitary decision made by the hiring manager but a system; one that comprises definite stages. Decisions are made at each stage, beginning with the making of the position prerequisites through the introduction of the final slate of candidates and the ultimate hire.

II. RESEARCH METHODOLOGY

This investigation used a bibliometric and efficient review approach to analyze relevant data on talent management, talent acquisition and employer branding publications in order to achieve specified objective. Firstly, we collected the list of all the articles from the comprehensive online databases by using some of the keywords such as talent management, talent acquisition and employer branding to obtain the appropriate articles in our field of research. Our main intention was to find out all the possible articles on talent acquisition, talent management and employer branding. In addition to these articles, we also explored articles from dedicated journals like *Sage Journals, Emerald Journals, and Elsevier Journals.*

III. LITERATURE REVIEW

We have got some literature reviews based on the relationship between talent acquisition and employer branding which is listed down in a tabular form:

S. No.	Study	Name of the author	Year	Variables	Finding	Conclusion
1.	A qualitative case study of	Maxine d. Wilson	2015	Capability, competitive	Build their business reputation and	Having a systematic talent

	the talent management process across project-oriented companies within the industry	gregory gull(phd, faculty mentor and chair) adolfo gorriaran (phd, committee member)john coverdale(edd, committee member)		advantage,competitive positioning, human capital, human resource management, talent, talent management	demonstrate their worth to their clients using the specialized knowledge, expert skills, experience and performance of their professionals.	management initiative that comprehensively plans for targeted recruitment, specialization development and support, knowledge and performance management as well as advancement opportunities and retention is most essential to organizational success measured partly by revenues but mostly by return on investments through client and talent retention.
2.	Addressing skills mismatch: utilizing talent supply chain management to enhance collaboration between companies and talent suppliers	Erin e. Makarius, mahesh srinivasan	2017	Talent management; talent supply chain management; skills inventory; talent recruitment; skills alignment	Performance assessments are used to determine the quality of the product as well as to monitor trends in the industry that will help change future strategies if necessary.	In order to meet the challenge of making sure employees have the right skills, employers need to collaborate and work closely with talent suppliers
3.	Compensation and benefits program a mediating variable for talent retention: a study of two century-old indian organizations	Dipak kumar bhattacharyya, professor, xavier institute of management bhubaneswar	2015	Talent retention, compensation and benefits program, talent management, career development, talent attrition	Well-managed organizations develop their specific talent retention strategies and carry out the strategy from an employee's first day on the job.	In framing the talent retention strategy, employers emphasize proactive talent development. The compensation and benefits program as a specific element of the strategy does not have research support.
4.	Employee commitment and other factors that affect attraction and retention of employees in organizations: the examination of research and opm practices	Denise bailey clark	2013	Talented staff acquisition, employee retention, employee commitment, talent sustainability, and employee turnover.	Identification of a model for the acquisition and retention of talent. This model based on a conceptual framework has significant theoretical and practical implications.	In today's workforce, "best practice" requires the attraction and retention of talent, which necessitates the use of strategies based in theory and practice. There is no other one way of achieving this goal.

5.	Employees' perspective on human resource procurement practices asaretention toolin indian it sector	B.k. punia and priyanka sharma	2008	Human resource procurement, employee retention, induction programme, scientific job analysis, skill based work distribution, outsourcing	It would pay to know that what actually motivates them to stay with the organisation for longer periods	Regardless of the background variables the respondents, efficacy of 'induction programme.' 'scientific job analysis" and 'fair and skill based distribution of work assignments' are going to be the key factors in influencing the employees' retention intensions in industrial organisations in general and the it sector in particular.
6.	Employer brand for talent acquisition: an exploration towards its measurement	Pallavi srivastava and jyotsna bhatnagar	2010	Employer brand, staffing, talent acquisition, india	It defined instrumental attributes as objective, concrete, and factual attributes that the job or organisation either has or does not have.	It is exploring the importance of employer brand on attraction, far less attention has been devoted to discovering how employer brand perceptions are formed.
7.	Exploring the relationship between employer branding and employee retention	Exploring the relationship between employer branding and employee retention	2016	Employer branding, employee retention, qualitative pilot study, antecedents and outcomes	The present study has explored the role that csr, wlb, training and development and work environment can play in determining employer brand of an organization.	It shows that employer branding impacts organizational commitment which in turn produces employee brand advocacy and it also explored the antecedents of employer branding.
8.	Integrating talent engagement as a strategy to high performance and retention	Saket jeswani and souren sarkar	2008	Talent engagement, talent retention, psychological ownership	Organizations must focus and use their resources and energy only on converting the employees into engaged talents by using the mentioned drivers of engagement who drive the employees into performed and retained talents. Dan kärreman and anna rylander	Remaining talents can be overburdened with new duties, talents leave, taking their reservoir of knowledge and experience to another workplace.
9.	Managing meaning through	Dan kärreman and anna rylander	2008	Brands, branding, management consulting,	This study demonstrates that the concept has	Branding can be interpreted as a means to

	branding — the case of a consulting firm			organizational identity, identification	potential to illuminate organizational phenomena. However, the concept suffers from the shortcomings of its strategic marketing conceptualization. More specifically, it is undersocialized, behaviourist and functionalist — and there is scant empirical investigation when applied to an organizational level.	influencing and channelling the ambiguity in knowledge work.in this sense, branding reinforces the processes of social categorization. As such, it provides interpretive and behavioural cues through summarizing and stereotyping events, persons and recipes for action.
10.	Managing talent at lupin limited	Kirti sharda	2012	Talent management, impact of effectiveness, talent management practices	Low attrition, high morale, and commitment.	Lupin should use some of the recent advances in hr and use technologies like the 360 degree feedback for leadership development. We believe that lupin should now shift its focus to making every one of the 80 per cent deliver better results.
11.	Talent acquisition due diligence leading to high employee engagement: case of motorola india mdb	Pallavi srivastava and jyotsna bhatnagar	2007	Due diligence, recruitment, employees, job satisfaction, telecommunications, india	By reflecting recruitment and culture need fit, an environment is created at the workplace where employees feel more passionate about their work and exhibit the behaviours that organizations need to drive better results. There should be analyses at multiple levels of the organization and the specification of the impact of talent-related decisions throughout the organization.	The aim of the current study was to highlight the impact of due diligence in talent acquisition which is the most crucial problem faced by the organizations in the present times. The better is the recruitment-culture-need fit, the higher would be the engagement and lesser will be the attrition.
12.	Talent management: a critical review	Robert e. Lewis □, robert j. Heckman	2006	Talent management; strategic human resources; organization	There should be analyses at multiple levels of the organization and the specification of the impact of talent-related decisions throughout	By grounding tm in a strategic decision framework that clearly guides talent decisions, developing systems-level models that

					the organization.	illustrate the multi-pool impacts of talent choices, and developing reliable, validity, and theoretically meaningful measures researchers can markedly improve the quality of talent conversations in organizations.
13.	Talent management as high performance work practice: emerging strategic hrm dimension	Sunita chugh jyotsna bhatnagar	2006	Talent management practices, employer branding	Following a multiple case embedded research design, we have investigated how the talent management system has been successfully implemented at five high performing well known organizations in the national capital region of india.	Hr devotes its energies to the gamut of talent management spanning: employer branding, sourcing, retaining, placing, training and developing, leadership building, etc.
14.	Talent management at tata consultancy services	Lakhwinder singh kang harpreet sidhu	2011	Talent management, recruitment, training, compensation, eva	The philosophies of leadership, delivery excellence and the promise of 'experience certainty' are pillars on which the success of tcs is cemented	Tcs, a $6 billion company, has achieved its vision of being counted amongst the top 10 it service companies in the world today. The immense talent, professionalism, dedication and support of tcsers continues to be the company's greatest asset.
15.	Talent management: current theories and future research directions	Akram al ariss a, wayne f. Cascio , jaap paauwe	2013	Talent management, future of talent management, global talent management research methods	As far as worker dynamics are concerned, we foresee that workers will increasingly be in control of their own talent.	Finally the talent management function/department will be the provider of talent guidance, tools,and coaching to enable workers to own responsibility for their personal development. Practices will be customized to the individual level and often defined by workers themselves.
16.	Talent management in china and india: a comparison	Fang lee cooke, debi s. Saini, jue wang	2013	China, india, talent management,rewards, culture, strategic hrm	Tm models need to incorporate (more) attitudinal/behavioral norms that reflect	This study contributes to the existing knowledge on tm by investigating how

	of management perceptions and human resource practices				the cultural values of the given society/ community where the business operates.	the concept of talent was understood, what tm practices were in place, and what tm challenges might be confronting firms in china and india through the views of non-hr managers.
17.	Talent management: making it real	Ian cunningham	2007	Learning, managerial roles, recruitment, selection, succession planning	They need to engage in dialogue with hr colleagues in areas such as compensation and benefits and recruitment to make certain that all elements are in place to engage and retain talented people.	They may need to make a case for a more learning based approach to talent management but they cannot claim that learning and development activity alone will solve talent management issues.
18.	Talent management practices in select organizations in india	Anita mathew	2015	Talent management, strategic hr approaches, talent development	Talent management is a critical business function; hence, acquiring and retaining top talent should be a continuous process.	This study has been able to reveal that even though hr professionals and senior leaders recognize the critical linkage between effective talent management and business success; banking industry will be witnessing talent shortage due to specific shortage of skills and retirements but manufacturing and pharmaceutical sector will see talent shortage arising as an effect of retirements.
19.	Talent — innate or acquired? Theoretical considerations and their implications for talent management	M. Christina meyers, marianne van woerkom, nicky dries	2013	Talent management, nature nature–nurture interaction, nurture	This review, together with the other reviews included in this special issue, represents one of the first attempts to address the definition of talent within talent management. From a theoretical point of view, a necessary next step would be to develop talent management models or frameworks that integrate different	This paper shows that talent management makes use of several practices that are commonly associatedwith hrm, and that talent management and hrmare indeed related to one another. The difference between both terms can, however, be explained through the difference in the terms “human

					talent definitions and formulate propositions about their effects on a variety of outcomes.	resource" and "talent." The term human resource is rather generic and neither provides us with information about the receiver nor about the content of an hr practice
20.	Talent management in healthcare organizations - qualitative research results	Tomasz ingram, wojciech glod	2013	Talent management; health care; human resource management; poland; qualitative research	Proposition 1. Formal talent management programs are not perceived as a valuable solution to healthcare units problems.proposition 2. Healthcare organizations know pivotal positions, but there are rarely indicated top performers or talents.proposition 3. Pivotal positions are associated mainly within the medical positions, not the administrative ones. Proposition 4. In regard to pivotal positions healthcare organizations adopt inclusive approach to talent management. Proposition 5. Talent management tools used in healthcare organizations are mainly trainings and motivational programs	In order to fully capitalize on the potential of employees healthcare organizations should focus their attention on developing more strategic approach to these groups of employees.talent management programs should embrace larger number of possible solutions. Healthcare organizations, aiming at keeping their best staff, should consider more broadly their needs and aims and balance more consciously individual and organizational needs.

IV. FINDINGS

We have got some literature reviews based on the relationship between talent acquisition and employer branding- The war for talent has focused on finding and gaining ''the best''. Human resources assume an essential part in achieving organization effectiveness and performance (Huselid, 1995). For utilizing competitive advantage, Talent has become the prime differentiator for human capital management (Bhatnagar, 2004). With better employer branding and talent acquisition, employee engagement enhances thus does the profitability. Expanding team engagement, motivation, and retention through finding the best talent acquisition strategy is imperative in today's intense competitive environment. Very much characterized and after that executed process of talent acquisition and an employer branding, gives a consistent, compliant results – and is a competitive advantage in the war for talent (Ronn, 2007). As talent acquisition is becoming a prime concern for an organization, this paper explores talent management and its relationship to levels of employee engagement. Employee engagement is a marker of high profitability in the organization. The concept of human capital theory as recommended by Romer (1990) charcterizes it as the measure of aggregate stock of human capital that an organization, country or economy has. Fitz-enz (2000) recommended that human capital plays as the trademark which brings intelligence, satisfying work vitality, a generally positive attitude, reliability and commitment to the job. Larger stock of human capital relative to the quicker rate of development in an economy. Therefore, Human Capital Theory centers around the direct monetary impacts of human capital investments. Staffing is characterized as the way towards attracting, selecting, and retaining skilled individuals to achieve organizational goals (Ployhart, 2006). For example, researchers like Dewar and Werbel (1979) have adopted a universalistic perspective and have argued for a best practice approach to Strategic Human resource management (Huselid, 1993, 1995; Pfeffer, 1994). While advocators of the contingency approach (Schuler and Jackson, 1987) believe that in order to be successful, the organization's HR policies must be consistent with the other aspects of the organization. Baird and Meshoulam(1988) recommended that HR practices must match with the organization's stage of development (external fit). Internal fit ensures that individual HR policies are designed to fit in and support each other. ''Best-fit model'' suggests that HR strategy becomes more successful when it is designed to achieve an optical vertical fit with the overall organization's strategy. According to the configurational

approach, the HR system of the organization must develop a horizontal (internal consistency of the organization's HR policies or practices) as well as a vertical fit (congruence of the HR system with other organizational traits) (Wright and McMahan, 1992).Johnson (2001) states that if people are culturally aligned to the business, one organization has to hire them before someone else organization does – even if the organization does not have a job for those skilled people. Michaels et al. (2001) recommended the development and communication of the employee value proposition (EVP) to attract and retain talented employees. In cultivating high performance workforce, both assessment of employees to ensure the best fit to the job and the company as well as acquiring them to ensure successful dedication towards the workplace, the culture of the organization and specific roles and responsibilities are equally important (Morgan, 2004).Employer branding has become a prime strategy (Brewster et al., 2005) to attract and retain the right kind of talent as people want to work for great brands. It ignores misfits between employer and employees that lead to switching the jobs.

V. Conclusion

The objective of the present investigation was to feature the effect of employer branding on talent acquisition in light of literature review which is the most basic issue looked by the organizations in the present circumstances. In fact it is also looking at the need to carry out employee branding (Berthon et al., 2005), where flagging hypothesis may give an imperative hypothetical system. These days, foremost organizations underwrite in talent management to choose and keep the best individual for each job since organization's discovered that business achievement is absolutely reliant on the aggregate quality of their workforce. Employer Branding ought to be on the best to retain the talent in the organization. The practices which are utilized creatively by organizations have turned out to be obsolete one in light of the fact that with these practices organizations are not sufficiently able to retain the best talent in the organization for the long time period. But this is also important for the organizations to keep their own goals and culture in mind, based upon which they should design their recruitment strategies. Each organization can't maintain in to the market by embracing just a single strategy. The better is the recruitment-culture-need fit, the higher would be the engagement and lesser will be the attrition.

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