

# AN EXPLORATORY STUDY ON THE TALENT RETENTION AND EMPLOYER BRANDING: A STUDY ON WEST BENGAL

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## ABSTRACT

The staffing of an organization for managerial or non managerial positions consists of four sequential steps: Recruitment, selection, training and development. This research paper is highlighting the recruitment process related to outsourcing employees and expansion of the organization carrying with brand image. Some companies prefer to promote from within the organization and others prefer to hire from outside. It is also been discussed in this paper; what influence of Recruitment Process Outsourcing (RPO) has reflected on the corporate brand of the organization and how RPO influences the perception of the new hired employees and strengthen the corporate brand. It also discussed the drivers in decision making of the organization towards RPO and the causes of increasing trend of RPO. Finally, this paper discussed the RPO's influence on HR Managers and impact of Employees' talent and attitude on Corporate Brand. At the end, the different factors that contribute towards corporate branding of the organization relating to RPO, is discussed using the conceptual model.

Keywords: HR Outsourcing, Corporate Branding, Employee Branding, Recruitment Policy, Corporate culture.

## I. INTRODUCTION:

The object of this research is to discuss on the collision of recruitment process related to the outsourcing on the corporate brand and the following research explores interlink between the conceptions of recruitment process outsourcing and as well as corporate expansion. Outsourcing recruitment trend is growing fast all over the world (Clott, 2004, Johnson et al, 2014). HR activities related to recruitment were usually carried out internal but presently it is found that the trend of outsourcing strategy of recruitment process is developing. (Stewart and Woods 1996, Schneider and Bowen 1985). This research also investigates the perception and sensations of in-house HR professionals and top management regarding the impact of Recruitment Process Outsourcing (RPO) on their corporate brand. It also makes study the performance of RPO within organisations and its impact on their corporate brand. The main aim of this study is to focus the impact of RPO on corporate branding of an organization.

## II. LITERATURE REVIEW:

Recruitment Process Outsourcing (RPO) is recalled as a emergence of Business Process Outsourcing (BPO). In this situation employers contract out or shift all or part of its recruitment activities to an exterior service provider (Stroh and

Treehuboff, 2003). RPO may engross the outsourcing fully or just part of recruitment functions and process. The exterior service provider, offering a full package of activities, skills, tools and technologies, may give out as a virtual recruiting department (Johnson et al, 2014).

Presently, the increasing trend of the demand for hard to get to skill sets as combined with the embracing talent crisis, has resulted in strong favour for the leaders or managers of the RPO industries. The managers are becoming able to change themselves from transactional and economical providers to strategic HR partners, running off other RPO providers in the dust. Over the last five years, the clients wish from their RPO providers has caused a remarkable change in the industry makeup (Gale, 2015). Recruitment Process Outsourcing seem to be a reinforcing trend but it includes high budget for the in-house recruitment process. The result of the RPO process always brings big savings for the organization. In addition, there are a lot of advantages of RPO. This is faster and more quickly perform than any other functions of HR, BPO or HRO (Shelgren 2004; Won and Kim 2007). Consequently, a company can spent more time to its HR managers and highlights them to core activities. Whereas RPO, decreasing time and cost of hiring, can provide the best quality of candidates and play vital role to increase the HR reputation

internally and externally. Further, RPO results in improvement in branding through providing training to the outsourced employees and make good brand ambassadors for the organization (Wood and Collings, 2009). According to Kakabadse and Kakabadse (2002) and Woodall, et al. (2009) the main reasons for recruitment outsourcing process is always minimize cost. However, they also put in certain different aspects for outsourcing like best practice, best service quality and focus on the core competencies of the employees and overall the organization. According to Lever (1997), Abdul-Halim et al. (2009), Klaas et al. (2001) and Lievens & De-Corte (2008), the decision related to the HR activities outsourcing comprises the reasons to reduce the costs, obtain admittance to HR proficiency, get employees easily and focus on white-collar resources related to strategic issues. Though, Quartey (2013) made an argument. He opined that Outsourcing Recruitment Processes of even HR activities has severe and radical insinuations on the levels of employee's morale and job satisfaction. Another demerit of outsourcing Human Resource is declining of job satisfaction (Dessler, 2008; Ivancevich, 2007; Reilly & Williams, 2006). Kosnik et al. (2006) conveyed that HR outsourcing concept and the levels of employee job satisfaction are directly correlated. Different researchers have pointed out that HR outsourcing policy is often resulting in employee's low self-esteem, job insecurity and low motivation that ultimately show the ways to job dissatisfaction (Kennedy et al., 2002; Cooke et al, 2005; Worrall & Cooper, 1997). Cappello & Constance (2011) explored that outsourcing produces anxiety, environment of fear, disloyalty and mistrust which ultimately centres round the job dissatisfaction. Therefore, it is very important that HR managers have to keep a keen eye at the levels of morale and motivation of employees who are entering in the organization through outsourced agencies. This matter moves towards very seriousness when these outsourced employees have a direct impact on the corporate branding of the organization.

### 2.1 RPO and Corporate Branding:

According to Riel (2001), the corporate branding is the progressively planned and implemented process of growing and maintaining the good will of the organization. It is followed by transmitting the indications to stakeholders through the communication, behaviour, and imagery using the corporate identity.

Ambler and Barrow (1996) argue that corporate brand or internal branding is always evolving within the organisational activities, be it outsourced recruitment or in-house. According

to Balmer and Wilkinson (1991), Kennedy (1997), and Schneider and Bowen (1985), the workers of any organizations are the actual interface between internal and external environment of the corporate brand through their behaviours and interactions. Hence recruitment of the right staff is very much important and should be through experts as they would have a direct contribution in building and shaping the corporate brand and enhance the organizational reputation. Similarly, according to Formburn et al. (2000) the reputation of a company is considered as the net perception as the overall capabilities of company to meet the expectations of all its stakeholders. According to Bosch, et al. (2006) and Melewar et al. (2011), employees can build the brand perception in the minds of the consumers. These perceptions are increased due to the customer's interaction with organization.

### 2.2 Creating the corporate Brand through the employees:

According to Olins (2000) corporate brand is built with the interaction of talented staff (otherwise termed as brand ambassadors), that steadily and consistently interact with the customers and other stakeholders and create a corporate image in the minds of customers with their attitude and behaviours. De Chernatony et al. (2001) argue that the employees of an organisation are the major assets of an organisation who build the corporate brand of any company so it is very important to understand their needs and one needs to be very careful in the recruitment of these brand ambassadors. Hardaker and Fill (2005) claimed that employees can establish customer services properly along with the name of brand by their positive attitude. Moreover, McDaniel (2008) argues that organisations are enhancing their competitive advantage through hiring the talented and competent staff.

According to Hatch and Schultz (2001), Balmer and Greyser (2003), Melewar et al (2010) and Gilani (2011), corporate brand is in fact about people of the organisation; they assert that a corporate brand is not only made by the perception of the customers but also by the perception of its employees. Macrae (2001) and Melewar et al. (2011), points out those employees play a very important role in the corporate branding process. Employees are the centre point in making the link between the organization and customers. They are the main medium to create corporate image through their learning and abilities. In fact, learning is one of the major things in strengthening the corporate brand.

Moreover, Aunard, et al (2005) and Vallaster and De Chematony (2006) pointed out that Human Resource Management activities help in the procedure of promoting the brand to workers and enrich them with the sense of brand value. It creates a positive perception in the employees' mind regarding brand of the organization. It enhances the employers' expectation related to employees' good performance and positive attitude toward the organization.

### 2.3 RPO impacts on Corporate Brand:

Bishop et al. (2005) argue that the impact of HR plans; developments and actions have unbelievable impact on the corporate branding process of any organization. The HR performance and actions impact on the brand both internally and externally. Moreover, Gosti and Wilson (2001) emphasize that HR practices like recruitment policies must bring into line with the brand values in order to avoid diverging information. Moreover, they brought to light that successful endorsement of internal branding depended on HR plans in marketing department, involving the HR department in internal branding projects (Gale, 2015). Like this, the organization can make proper understanding to the employees; using effective communication about the corporate brand and their role in strengthening the brand promise from now on reducing the bewilderment regarding the brand which is caused by any misinformation. However, Hauser (2011) and Moroko and Uncles (2008) mention some issues regarding the RPO not successful in representing the corporate brand of the organization. This is probably something the RPO providers require to tackle as there is strong evidence that corporate or employer brand is critical in attracting the best workers (Gilani, 2011). Rousseau (2001) asserts that if the subject of the brand message provides enough information then it will help in improving the perception of the organization by the recruiter. Additionally, as per Tikoo and Backhaus (2004) the success of internal branding by any recruiter depends on the skilled level of newly hired employees, secondly, the percentage of turnover rate and thirdly, increase in productivity may also link with employer branding success. Therefore, outsourcers' use of the image of a specific or any corporate brand reveals that the outsourcers are making stronger the corporate brand of a specific or any organization by using the outstanding human ability in the environment which is reflecting the competitiveness.

### 2.4 Gaps in review of literature

Barrow and Ambler (1996) give explanation that employer's keen sense of branding paves the way of development in the performance of company. Witt and Rode (2005) gave opposed the matter and pay attention to some important points those can affect the reputation of corporate brand. They also highlighted the internal factors like Human Resource Management and employees but their concepts did not dwell deeper making link between the concepts of RPO and corporate branding in detail.

Capello and Constance (2011) gave detail the relationship between RPO and the corporate brand but they did not point out clearly that how the expertise of RPO help in providing talented employees in recruitment process and those will be liable to boost the corporate brand of organization through excellent attitude and also satisfy the customers though their talent akin to in manufacturing. Balmer and Wilkinson (1991) argued that those employees make link between internal and external environment. They did not put much emphasis on outsourced employees. Ping Yoon and Naadimuthu (1994) argued that the in-house human resource professionals do not have good knowledge about how to retain the employees but they did not mention that RPO have very good systems and policies to keep motivated the employees towards the company by providing them all systems and polices of company and giving them information about the reputation of company.

Johnson et al. (2014) focused on the effectiveness of the RPO strategy and forcefully pointed out the importance of people quality and their contribution towards organisational success being the paramount factors in considering the impact of RPO process. They also pointed out the role of organizational 'values' that require to be consistently translated towards the perception of the line-managers as well as the recruiters and as a result the corporate vision will bring into line throughout the span of employee perception across the organisation.

Given the above discussion on the literature on the subject, there is a requirement to fill these gaps through exploratory research.

### 2.5 Research Questions:

Keep in mind the research objectives, and the detailed literature review. The following research questions need to be addressed through this research paper.

1. What is the influence of RPO on the corporate brand of the organization?

2. How RPO influences the perception of the new hired employees and strengthen the corporate brand?
3. What are the drivers in decision making regarding the RPO by the organization?
4. Why the RPO trend is increasing all over the world?

### 3.0 Methodology:

Due to the exploratory nature of this research and in the light of the aim and objectives of the research qualitative research methodology is chosen because as per Holloway (1997) the main function of qualitative research is related to perceptions, feelings and insights of people. As the researcher is trying to find the feelings and perception of the HR professionals and managers about the RPO impact on corporate branding so this research was based on qualitative methodology.

In order to attain the exploratory research questions and objectives, semi –structured interviews were conducted and the selection of interviewees was done carefully. The research has chosen the case studies of production organizations which use RPO for their recruitment process. The findings of this case study were collected using the qualitative method. The interviews were conducted and selection of participants was based on their positions in the organization that can give best in contribution and have the practical knowledge about the topic and having answers of the research questions and objectives. In this regard, 4 organisations were selected the names of whom are kept anonymous upon their request. The heads of departments and directors were interviewed who had a good commend on the subject of RPO and corporate branding. 12 one-to-one interviews were carried out, 3 from each case study. The questions were constructed with ‘how’; ‘what’ and ‘why’ type. Interpretive and thematic analysis techniques were used to take to mean the each response of the interviewee. For evaluation of research theme the content analysis technique is used to analyse the data and to assess the results (Zikmund, 2000). The key findings were related to the literature review on effectiveness of recruitment process outsourcing on corporate brand. In the end, the conclusions are made based on the key findings about the recruitment process outsourcing and its effectiveness on corporate brand of an organization.

### 4.0 Findings:

All the 12 one-to-one interviews were transcribed, coded and analysed using thematic data analysis process. The following were the key findings:

#### 4.1 Key Finding 1: *Talented Employees are the major factor in improving the brand image of any organization*

Throughout this study there are many factors contributed by RPO in improving the corporate brand of any organization and one of these factors is talented employees. The result of the study is showing that there is a big contribution of employees in giving the positive impact on corporate brand of any organization. The first contribution of employees is their talent and capabilities which increase the competitive advantage of the company and in having advantage over its competitors by giving best services and innovative products and thus develop the good brand image and brand name and in results promotes the corporate brand of the organization.

This result is supported by other authors like Tikoo and Backhaus (2004) who linked the increase in productivity with success of branding. In addition, Dess et al. (2008) advise that RPO is one way of achieving the competitive advantage through employees and strengthening the brand image.

#### 4.2 Key Finding 2:

*The employees are the main carriers of corporate brand by developing the customers’ perceptions through their attitude and behaviours.*

This is supported by Hawabhay, et al. (2009) who emphasizes that the behaviour of the employees is the base of the corporate branding process as for its significant function of relocating the values of brand and developing the affective bond with consumers. Moreover, Shockstak (1977) and Gilani (2007) assert that interaction of customers with employees do strongly strengthen the corporate image of the company. Again, Gronroos (1994) had stressed on the relationship between talented employees and corporate brand and usually said that the employees are like corporate brand in customers’ eyes. Overall, it is analysed that employees are the major part in developing the corporate brand of any organization (Foley and Andrews 2004) and it is supported by Gilani and Waqar (2013) that employees are the essential factor in transferring the constant brand image to customers about the organization.

#### 4.3 Key Finding 3:

This study revealed that *the reduction in the HR costs it is also as a competitive advantage for the company through the RPO services*. It was discovered that RPO results in reduction in the cost of recruitment .This is also sported by Young (2007)



it is good strategy to use the RPO services for cutting budget rather by making reduction in salary or wages rate .However, the RPO does not help in reducing the cost if there is not right selection of RPO service provider. The significance on the decision of right selection of RPO was discussed in the study.

#### 4.4 Key Finding 4:

This study shows as the RPO takes the non-active responsibility of the organization and in return *it provides the chance for HR professionals and top management to focus on core activities for future strategies.* As study highlights that RPO provides the talented employees very efficiently and the management do not need to worry about the talent and capabilities and availability on time because RPO resolves this entire crisis by providing the talented staff on time. This is supported by Lau and Zhaug (2006) Quinn and Hilmar (1994), Corbett (1998) and Mazziwi (2002) that RPO facilitates the management to focus on core activities by sharing their HR functions and providing the staff efficiently. In addition, study also revealed that as the RPO is providing the employees quickly and efficiently, in this way it helps in solving the problem of staff shortage and in return it may enhance the performance of company because company can carry on its job without any interruption.

#### 4.5 Key Finding 5:

The study shows *that the organizations should take care in selection of the RPO service provider and should select as per their criteria.* It should be assured that RPO service providers have the knowledge about the business of the organization. This finding is supported by the authors Grugulis et al. (2003) that sometimes the RPO service providers do not have the knowledge of the business of the organization. So Coklin (2005) highlighted that these risks can be avoided if the organization evaluates properly and as per their criteria.

#### 4.6 Key Finding 6:

The findings *identified the issues of employee attitudes, less motivated and job dissatisfaction amongst the outsourced employees.*

The data revealed that the usual outsourced employees have this sense of not belonging to the organization they serve in as they are not permanent of direct employees of the company. This also paves way for the sentiments of psychological negativity amongst the outsourced employees.

The finding also indicates that outsourcing may have some positive impact on some employees in the sense that they need hard work and prove their importance in order to improve their role, competency and become permanent employees of the organization. This feeling influence as a motivating factor to the employees and they want to work harder and intend to impress the management by their efficiency and productivity. Alder (2003) identified this factor in outsourced employees and asserted that the management should recognize this issue with the outsourced employees and involved them in high value-added activities, replacing mundane and repetitive work. Moreover, outsourcing can felt in faults of employment due to some employees' perception. (Adler, 2003).

Giving such important impact on employee attitudes and feelings, it can be emphasized that outsourcing may lead to a perceived alteration of the psychological contract, potentially leading to negative organizational outcomes such as perceived betrayal (Kessler et al., 1999), job security, (Cooper, 1999), depression and low self-esteem (Applebaum et al., 1987).

**4.7 Conceptual Framework model:** A conceptual framework model has been worked out including the different interpretations of collected data and its analysis depending on key themes and findings. The concept of theoretical framework model implies a consideration of RPO contribution in enhancing the corporate brand.

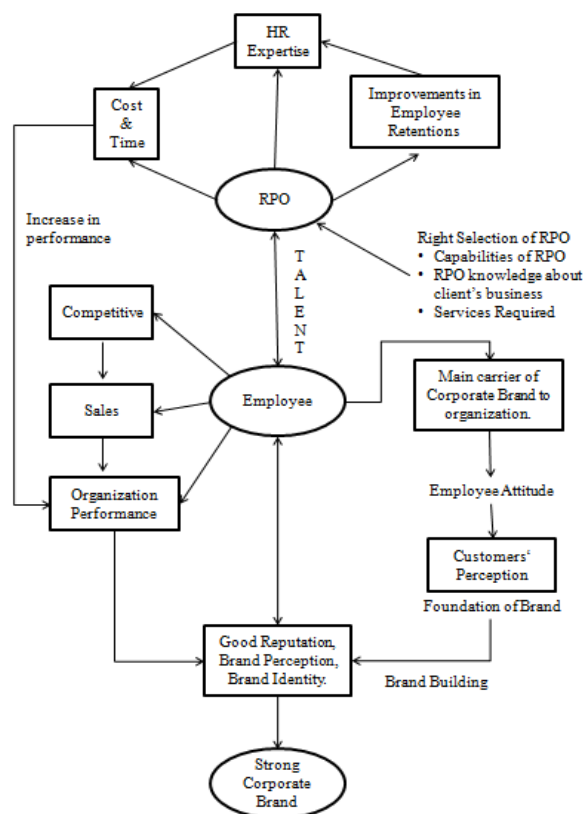


Fig.01: Conceptual Framework explaining the impact of RPO on corporate branding of an organisation.

#### 4.8 Explanation of the conceptual framework model:

##### Section -1: RPO and HR Activities

The framework is showing that RPO services are very advantageous for achieving the excellence of HR performance. The model is expressing the qualitative role of the RPO which is providing the HR proficiency to the organizations. This is also supported by Ahmed and Hemman, 2005; Benner, 2003; Cooke et al., 2005; Nesheim et al., 2007. In addition, as per Woodlock, (2006), Tanure & Duarte (2007) and Wirtz et al. (2008) the organizations have started to admit the strategic importance of HR functions as the human resource management viewpoint alter from administrative to planned, to strategic. According to the Researchers' opinion these reasons are influencing HRs to become parallel to organizational strategy and goal and trend is increasing. In addition, the researcher focuses by highlighting in framework that by taking the services of RPO in HR functions there is increase in the performance of the organization because the employees hired though this services are used to be skilled because RPO service providers have the expertise in recruitment and selection function. Secondly, the framework is also showing that RPO promotes the HR functions to become more planned by giving less time in getting the cost objectives and achievements goals and Kosnik et al. (2006) shored up this view. Respondents' views regarding the cost and time saving shows that RPO is helping in cost and time saving which is involved in recruitment process and also by providing the employees efficiently. RPO helps the organization in cost saving and time through providing the employees in short period of time and saving though taking the responsibilities of recruitment process. Thirdly, framework also showing that the RPO also improving the employees' retention rate by providing the employees positive brand image when recruit. So in the opinion of respondents the RPO is enhancing employees' retention rate by giving the positive picture about the systems and policies by making the good image and perception of employees about the company. The above comments are supported by Quelin and Duhamel, 2003; Wright, et al., 1994 and Levy, 2005.

##### Section-2: Effects and Influence of Employees' Talent on Corporate Brand.

In second section the framework is highlighting the relationship of talent and knowledge of employees provided by RPO and corporate brand of organization. This is also important that the researcher has focussed on the significance

of recruitment of effective employees and how their talent is upgrading the corporate brand of the organization. In fact, it is showing that employees are the solution in developing the relationship with customers and development of corporate brand. These views are supported by many authors like De Chernatony, 2001; Harris and De Chernatony (2001); Hatch and Schultz (2001); Wilson (2001), Balmer and Soenen (1999) and Gilani (2011). This is the reason that Capello and Constance (2011) has asserted the importance of RPO and argues that in order to make RPO more effective for any company it is good to make relationship with RPO in terms of partnership so that RPO outsourcers give the best efforts in increasing the corporate brand of their client's organization by providing the skilled employees.

In researchers opine that the employees enhance the competitive advantage by developing the innovative products and good services for the organization by applying their talent. It subjects the results in increasing good image and reputation of the organization. In fact, the researcher wants to highlight that employees develop the brand image and reputation of organization by communicating the knowledge and impressing the customers through their talent and capabilities and creating the competitive advantage in their business areas. The authors, Duncan and Moriarty (1998) have supported the researchers' point of view. This is also argued by the Brown and Dacin (1997) and Mc Donald, et al. (2001) that corporate brand also flourish through the development of the good products and also by developing the special services methods by the employees of the organization. Boudreau (2010) also highlight that corporate management has become very important in finding that where talented can be find, how it can be flourish and cut. He says that how talent strategy can be successful in getting the corporate goals. He said that the corporate goal can be achieved by developing corporate brand through attracting the talent, development of the talent, and sourcing of the talent. Thus, the views of researcher in frame work also verified by Balmer and Wilkinson (1991) and Kennedy (1977) they indicate the significance of RPO that RPO who provide the talented staff to achieve good brand image.

##### Section- 3: Effects and Influence of Employees' Attitude on Corporate Brand

The section 3 is also showing the importance of employees in enhancing the corporate brand of any organization. It is the employees in the organization who do play very important part in building the corporate brand of any organization. They do

build the corporate brand by improving the brand image of the organization in the minds of customers by their positive attitude (Hatch and Schultz, 2001; Wilson, 2001) that the employees build the strong relationship between organization and customers through giving the knowledge about the brand and Balmer and Soenen (1999) have view that through this they increase the corporate brand. In addition, as per Vallaster and De Chernatony (2005) that employees do understand the core values of the company to keep retain the corporate brand. Furthermore, as per Thomson and Hecker (2000) that talent of employees has very impressive impact on the corporate brand through understanding the attitudes of the consumers (Bettencourt and Brown, 1997).

It is analysed that the RPO plays a vital role in the enrichment of the corporate brand of any organization and strengthening in house HR department. The role of RPO is very significant as it provides the talent and competent staffs who help to develop the corporate brand (Ahmed and Hemman, 2011). RPO enhances knowledge through employees. Kapferer in 1992 expressed that the enhanced knowledge of the organization can improve the Corporate Branding. De Chernatony et al. in 2001; and Duncan and Moriarty, in 1997 explained that employees help in attainment of brand promises by their services in internal and external environment.

#### 5.0 Recommendations for Business Practices:

When organisation starts to thinking to hire the services of outsourcing then there are few things that an organisation should consider.

#### 5.1 Be very clear about RPO Needs:

To use the outsourcing properly; the vital task is to find the requirement fields. Therefore, the organizations should find out the areas in where the RPO services are required. Brannemo (2006), Ghassemieh et al. (2005) and others have notified that the organization will not achieve the full benefits if it is unclear about the services that need to be outsourced.

#### 5.2 Choice of Right RPO Service Provider:

Study shows that the selection of outsourcers needs to be done carefully because sometimes they do not have knowledge about the business of organization and might be unable to provide the competent employees and in this way organization might have to lose its brand image because of incompetent employees. This is supported by Goody and Hall (2007) and Klass et al. (2005). They further illustrate that the organization

will not achieve its objectives if there is lack in services of RPO and will then have to terminate its contracts.

#### 5.3 Assessment System

Study shows that in order to have the good image and reputation of organization, talented employees as well as cost saving, HR expertise and employees retention are essential. So the organization should formulate procedures after hiring RPO service providers in order to help evaluate whether the following criteria are met.

- Good brand reputation and brand image
- HR expertise — leading to good corporate brand
- Cost effective
- Retention

#### 5.4: Strong relationship with the outsourced employees:

Literature review reflects that RPO usually spoke about to low employee morals and job dissatisfaction (Dessler, 2008; Ivancevich, 2007; Reilly & Williams, 2006; Quartey, 2013). It is therefore strongly recommended that HR managers and directors should pay close attention to the relationship management with the outsourced employees and give them equal level of respect and importance as any other member of staff. This strong relationship with the outsourced employee would create a good level of trust between the management and the employees, which nurtured through a strong corporate culture, would positively impact on the corporate branding of the organisation.

#### 5.5: Limitations and Scope of the research:

Limitations are concerned with assessing the impact of RPO on the corporate branding of manufacturing companies purely due to issues of right to use. A comprehensive relation between the activities of recruitment process outsourcing and its direct influence on an organisation's corporate branding through its outsourced employees are reflected through this research.

This research paves way for further research to be carried out within service organisations where employees play a vital role in being the brand ambassadors of the corporate brands. A clear implication of the research relates to the issues highlighted in the literature review where many authors (Dessler, 2008; Ivancevich, 2007; Reilly & Williams, 2006; Quartey, 2013) related RPO with low levels of morale and job dissatisfaction. This research apparently emphasized the significance and the very important role played by the outsourced employees. It also expresses how the outsourced

employees are needed to cherish through a strong corporate culture and to make them great brand ambassadors.

The results of this study clearly showed that RPO has a substantial impact on the success and thriving of any organization. What is less clear is the impact of RPO on international resourcing. Nowadays organizations in UK are looking for talented technical people in their companies regardless of their country of origin. A more extensive look into the effect of the international hiring done by RPO is therefore required which this study does not show. Another limitation of the study is that the findings and conclusions are based upon the qualitative data collected by a small sample of HR directors and managers and is purely dependent on the interpretations of their perceptions and ideas. It is therefore recommended to test the conceptual model by using a large data set of quantitative surveys and using statistical inferences to measure the relationships amongst the different factors defined in the proposed conceptual model.

### 5.6 Practical and social implications:

The findings of the research provide a clear concept of RPO, role, managerial implication and its impact on the corporate brands of the organization. It

RPO saves the time of organizations by helping them focus on business rather than spending valuable time in searching for candidates. Organizations have to contact the agency only once and after that the particular agency facilitates the process.

The study brings confidence in the HR managers and administrators and they will be able to realize the importance of outsourced employees or staffs. They also feel the need related to the employee branding of an outsourced member or staff. The result of the study establishes a conceptual model; that correspond to the impact of an outsourced employee on making the corporate branding process of the organization. Many different factors are discussed in this conceptual model and the HR managers can pay proper attention to those factors to maintain constancy in employee branding of the organization.

This research explores the societal upbringing, wellbeing and motivates employees or staffs of the organisation, all though, they don't work directly under the brand of the company. The research findings also focus on the difficulties of the RPO process that usually has serious and radical influence on employee attitudes, behaviour, feelings and emotions which are related to the issues as change management, job

satisfaction and the sense of belonging to the organization. Furthermore, RPO is gaining significance due to difficulty in finding skilled workers and talented employees. Presently the growing trend of RPO has changed the climate of the organizations providing competent and talented candidates.

The conceptual model, highlighted in this research explores that an outsourced employee let be equally motivated and serve properly and effectively belonging to the organization for a long time. As in-house member or staff, he/she can perform as an ideal brand ambassador for the corporate brand of the organisation.

### 5.7 Recommendations for future academic research:

The results of this research created a valuable finding that shows an understanding of the impact of outsourcing recruitment activities on employee attitudes and behaviours which would directly impact the corporate branding of the organisation. The findings pointed out that there were many factors that affect the decision to outsourcing the recruitment function. However, the finding suggested that these factors must produce a higher competitive advantage, and employee perspectives should be watched closely by organisations when they are deciding to outsource the recruitment function.

This exploratory work is based on theoretical framework as well as providing a conceptual framework for RPO services and its impact on corporate brand in industrial sector. Hence, the researcher advises that this may also be applicable in other sectors such as retail, services and manufacturing.

Some of the subjective areas for future research are as follows:

1. The impact of RPO on the behaviour and attitude of the stakeholders and company as a whole.
2. The impact of RPO on cultural issues in any services or manufacturing organization.
3. As earlier mentioned in section 3.0 that the primary data is collected from top management, so it would give a new avenue to explore the subject research objectives based on the opinions of consumers and employees.

### 6.0 Conclusion:

According to authors' views based on in-depth literature review and primary data analysis it is concluded that RPO plays very important part in improving the corporate brand of the organization provided that organization conducts careful selection of RPO by watching their capabilities in recruitment process, services required and knowledge of RPO service about business.



Overall, it is concluded that RPO has a very good impact on the corporate brand of any organization by providing a pool of talented and competent employees who are the main source in establishing the brand image and repute in stakeholders and enhances the performance of the company through their talent which also enhances the brand image of the company in the perceptions of stakeholders. Moreover, the expertise of the RPO saves the time and cost of the organization which can be useful for building the brand image of the organization through new expansions. In addition, the RPO provides the HR expertise and the sufficient time to in house HR professionals to contribute in the core activities which will result enhance in performance and image of company. Lastly, the conceptual model devised as the outcome of this research, highlights many different factors that contribute towards corporate branding of the organisation relating to RPO and need to be addressed wisely by the management of the organisation to keep the employee branding sentiments aligned throughout the organisation.

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