

ROLE OF EMPLOYER BRANDING ON TALENT ACQUISITION- A LITERAURE REVIEW

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Abstract : *Organizations face the challenge of replacing experienced and talented workers over the coming decades as the Baby Boomer generation retires. The challenge comes at the same time as seismic shifts from employment to unemployment. As talent management is becoming an area of high concern, there is a need for providing more concern on their talent acquisition strategy, Employer branding is one among them. With the help of sound employer branding, organization can maintain the talents for the longer period of time. Nowadays, the organizations are also adopting innovative recruitment practices to find the correct skill sets and competencies for their organization and also meet the demands for talent with a specific skill set in a given timeline. In this paper we address this question by reviewing problems with the definition of talent management, talent acquisition and employer branding. We then figured out 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 is a qualitative study which is based on the literature reviews and could be further enriched by empirically measuring the role of employer branding on talent acquisition. 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.*

IndexTerms - Talent acquisition; Employer branding; Talent Management; Organization.

I. INTRODUCTION

Organizations are increasingly recognizing human capital as an important asset who can flourish the organization to the higher extent (Cairncross, 2000) and as talent is rare, valuable, difficult and hard to replace, organizations must have to develop better strategy to attract, select and retain this talent outperform those that do not (Barney and Wright, 1998). Advancement of Technology and global competition are the main sources of changes in employment patterns which are moving towards cut throat competition between employers of different organisations to attract and retain talented workers (Osborn-Jones, 2001). Staffing plays as a key strategic opportunity to gain competitive advantage (Ployhart, 2006). Today an organization's success is directly proportional to the talent it is recruiting. Recruitment is critical not only for retaining in the competitive advantage but also for basic organizational survival (Taylor and Collins, 2000). Competition and the lack of availability of highly talented and competent employees make finding and retaining talented employees a major priority for organizations (Flegley, 2006). In the networked global economy, top talent is the prime priority. Talent is scarce resulting in a tight labour market hence it has numerous choices especially in knowledge based and service driven organizations. Organizations are facing intense competition in searching the same skill set. Organizations in the USA reflect a continuing trend towards modest increases in in-house knowledge intensive IT staffs at most organizations, but in most "large" and Fortune 500 organizations expect to moderately increase staffing levels by 2008. Most SMEs anticipate substantial increment in hiring (Zwieg et al., 2006, p. 102). According to a survey based on 33,000 employers from 23 countries, 40 per cent of them had difficulty in chasing and hiring the desired talent (Manpower Inc., 2006) and approximately 90 per cent of nearly 7,000 managers pointed out that the talent acquisition and retention were becoming more difficult (Axelrod et al. , 2001). Therefore they are putting all their strength towards finding the right talent with peculiar attributes and competencies, hiring them at any cost and retaining only those whom they want. It is consequential for all companies to firstly develop 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 important to recognize that hiring is not simply a single decision made by the hiring manager but a system; one that comprises definite stages. Decisions are made at each stage, starting with the creation of the position requirements through the presentation of the final slate of candidates and the ultimate hire.

II. RESEARCH METHODOLOGY

This study utilized a bibliometric and systematic 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. FINDINGS

We have got some literature reviews based on the relationship between talent acquisition and employer branding- The war for talent has concentrated on finding and acquiring "the best". Human resources play an important role in reaching organization effectiveness and performance (Huselid, 1995). For leveraging competitive advantage, Talent has become the prime differentiator for human capital management (Bhatnagar, 2004). With better employer branding and talent acquisition, employee engagement improves and so does the productivity. Maximizing team engagement, motivation, and retention through discovering the best talent acquisition strategy is vital in today's intense competitive environment. Well defined and then 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 organisation, this paper investigates talent management and its relationship to levels of employee engagement. Employee

engagement is an indicator of high productivity in the organization. The concept of human capital theory as suggested by Romer (1990) defines it as the amount of total stock of human capital that an organization, country or economy has. Fitz-enz (2000) suggested that human capital plays as the characteristic which brings intelligence, fulfilling work energy, a generally positive attitude, reliability and commitment to the job. Larger stock of human capital proportional to the faster rate of growth in an economy. Thus, Human Capital Theory focuses on the direct economic effects of human capital investments. Staffing is defined as the process of 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. According to Knox and Freeman (2006) consumers are to be known as the potential recruits and the employer brand is the enlargement of recruitment services provided by recruiters as they flourish the organization's characteristics and values during the recruitment process. The image associated with an organization uniquely in its role as an employer is the employer branding. Creating a positive employer image radiates the community at large and attracts potential job applicants. Improving the external and internal communication, signals to the potential talent about the total employee experience there. The most effective way of recruiting is the word of mouth. A good employer brand provides the employees with the knowledge and skills to do their job and further recognizing and rewarding the knowledge and hard work of the employees, providing a safe and stable work environment, giving them opportunity to be creative and entrepreneurial are important tasks done by a company to retain employees for the longer period of time. By providing them a job secured environment, employees can get more time and energy to concentrate on the important aspect of the organization. The organizations are using different strategies to target the talent. Bhatnagar (2003) has recommended that amenities like golf courses, swimming pools, aerobics centres, gymnasiums etc. and the practices of paid sabbaticals, to sending its employees to leading international management programmes, representatives of the organization visiting employees' homes and inviting them to the workplace to get a feel of about what employees do at work. It builds a sense of pride and association towards the families. Networking is also emerging as a preferred method of recruiting top job candidates today. Organizations encourage their employees to bring their acquaintances to join their organization. It serves a dual purpose. First, the employees better know about the requirements of their organization and second it promotes teamwork. A combination of tests and personality profiling for the selection of candidates are also using by the organizations. The attributes of the job/organization and fit with the job/organization influences intentions and behaviour (Ployhart, 2006) through employee engagement. According to researchers (Martel, 2003), in order to obtain high performance, intangible work that demands innovation, flexibility, and speed by the employees, employers need to engage their employees. Engagement requires focus to several critical activities: communication, supervisory relationships, empowerment, and performance management. Consequently, employee engagement has an important impact on employee productivity and talent retention (Bhatnagar, 2007). Employees feel engaged when they find personal meaning and motivation in their work, receive positive interpersonal support, and function in an efficient work environment. Organization has to make sure that there should not be a gap between what worker say what they want from the organization and what they actually get otherwise it will lead to disengagement. The work environment should be such that it enables them to put their best efforts to the organization. It should not only be less intimidating to the new hires but also the condition of work should be appealing (Branham, 2005). Other facilities like flexible work hours, work-life balance, paid holidays, buying lunches from restaurants, birthday celebrations, family days etc., also provides a sense of association towards the organization (Bhatnagar, 2003). Communication strategy is an important part in bringing transparency in the organization. By documenting their procedures manual, the different policies and processes the employees come to know what is expected of them and how they should do it. Similarly organizations consciously make an effort to meet the expectations of their talent pool. This leads to strengthening of the psychological contract and keeps them energized and secured. Training and development programmes also lead to engagement and retention of the employees. If organizations maintain congruence between the firms internal and external image, the employees are able to "live the brand" and reinforce corporate values and expectations of performance among new and existing employees (Ind, 2001). 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. It boosts them towards a continuous work experience that is difficult for competitors to replicate. (Bhatnagar, 2007). It is hard to find out the concise meaning of "talent management" because of the confusion regarding definitions and terms and the many assumptions made by authors who write about Talent management. "Talent management", "Talent strategy", "Succession management", and "Human resource planning" interchangeably we can use these terms. The terms in the Talent management debate– which focuses on the impactful management of employee talent– are not point to point and confuse results with processes with decision alternatives. Why there is a change in terminology and what, usually, is talent management? Based on recent articles in the practitioner-oriented literature "talent management" stands for "a mindset" (Creelman, 2004, p. 3); a prime component for impactful succession planning (Cheloha & Swain, 2005); and, an attempt to ensure that "everyone at all levels works to the top of their potential" (Redford, 2005, p. 20). Number of authors fail to describe the term (Frank & Taylor, 2004; Vicere, 2005; "Six ways you can help your CEO", 2005) or admit, "there isn't a single consistent or concise definition" (Ashton & Morton, 2005, p. 30). Nevertheless, Ashton and Morton note, "good talent management is of strategic importance" (p. 28). Despite this adverse start further we searched and uncovered three clear strains of thought regarding talent management. The first explains talent management as a set of typical human resource department practices, functions, activities or specialist areas such as recruiting, selection, development, and career and succession management (Byham, 2001; Chowanec & Newstrom, 1991; Heinen & O'Neill, 2004; Hilton, 2000; Mercer, 2005; Olsen, 2000). A second perspective on talent management concentrates primarily on the concept of talent pools.

IV. RESULTS AND DISCUSSION

To perform the role of employer branding on talent acquisition research, we considered a large number of studies using constructs, theories, and applications. This section will provide the discussion on the various findings on the role of employer branding on talent acquisition research studies. Looking at the theories or models used by the studies to include different constructs, it was seen that few studies used even one variable that is talent management and few studies were only focused upon two variables like talent acquisition and employer branding, and few studies were concentrated on three variables like employee engagement, talent acquisition and employer branding. For example, a study by Ronn, 2007 shows the combination of three variables that is employee engagement, employer branding and talent acquisition ad suggested that employer branding and a talent resourcing process, that is well-defined and well-executed from start to finish provides a consistent, compliant results – and is a competitive advantage in the war for talent. Romer (1990) also defined that human capital is as the amount of total stock of human capital that an organization, country or economy has. Fitz-enz (2000) also argued human capital as the characteristic one brings to the job: intelligence, fulfilling work energy, a generally positive attitude, reliability and commitment. Baird and Meshoulam (1988) also recommended that HR practices must match with the organization's stage of development. The findings on various data on talent acquisition revealed that for sustaining into long term, organization needs to acquire innovative talent acquisition strategies, employee engagement strategies and above all maintaining the organization's goodwill into the market so that any organization can hire the best talent into the organization This may provide the overall trend of the recruitment status in the various organization but it may not be able to provide the specific area of development in the same context. The initial studies in general can provide the overall trend of recruitment strategies in different organization, but there is a need to know more specific areas of development in talent acquisition strategies at wider level.

The aim of the current study was to highlight the impact of employer branding on talent acquisition based on literature review which is the most critical problem faced by the organizations in the present times. In fact it is also looking at the need to carry out employee branding (Berthon et al., 2005), where signaling theory may provide an important theoretical framework. Nowadays, Foremost companies capitalize in talent management to select and keep the best person for each job since organization's found that business success is totally dependent on the total talent quality of their workforce. Employer branding should be on the top to retain the talent in the organization. The practices which are used innovatively by organizations have become outdated one because with these practices organizations are not capable enough to retain the best talent in the organization for the long term 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. Every organization cannot sustain in to the market by adopting only one 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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