

ROLE OF EMPLOYER BRANDING IN TALENT MANAGEMENT IN TODAY'S DIGITAL ERA

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ABSTRACT

Today's unprecedented growth in connectivity, data and broadband has accelerated India's transition to a knowledge economy. Digitisation, which harnesses the power of connecting people, process, data and things, will transform our industries and change the way we work and how governments serve its citizens. A report by the Columbia University has identified that digitisation has a larger contribution to GDP than stand-alone technologies. It states that a 10point increase in digitisation yields a 0.74% increase in per capita GDP. The recent Digital India initiative has brought a new dimension to the local economy, from new jobs to more innovation and a booming start-up community. The opportunity in India has never been better and if implemented well, it holds immense potential to create significant value for India and its citizens and leapfrog us to the 21st century.

The Union Budget for 2017-18 clearly highlights the Centre's resolve to promote the digital economy by reducing cash transactions, bringing more economic activity into the formal sector and curbing corruption. But for Digital India to become a reality, it is necessary to first focus on the basics: access to reliable, stable and high-speed internet services all over India.

The stupendous growth in digitalisation has made online labour market more competitive, transparent but very difficult to retain people. It gives the companies a real opportunity to transform the way they recruit, develop, and engage their employees. The new wave of digital tools can help companies to focus not only on hiring but also on managing, retaining, and developing employees. Digital labour platforms can pull these tools into an integrated whole as companies widen their labour pools, refine their recruiting and screening methods, and deploy their employees more effectively.

The drive towards talent management can be ascertained as one of the best practices in branded companies. It's expected to be exciting for candidates looking for companies where they can grow personally and professionally and for enterprise companies who can become market leaders through the professional growth of its employees. Talent Management has become an integral best practice in Human Resources as it has an increased impact across all aspects of the company.

Hence, this study closely reviews literature to study the growth of digitalisation, its impact on the workforce and how this can be best met with the help of brand created by the organisations to manage the war for talent.

KEYWORDS: Digitalisation, Talent Management, Employer Branding Practices.

Introduction

Organisations are getting charged now-a days. Globalisation and consequent competition are the compelling reasons why firms are performing better and better. Perform or perish is the slogan of corporate. A high performing organisation is the one which has judicious mix of people, structure and technology to make use of resources and opportunities to reach its goals and equally faces the problem of retaining employees in the era of digitalisation.

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The drastic change in the demographic factors have made organisations to think in terms of replacing the older generation with the dwindling younger ones. Somewhere between 40% and 70% of them retire in the next five years in all major corporations. This change is psychological shift and employees can pick and choose between employers (Gandosy and Kao, 2004). McKinsey's report on talent management as a strategic priority for organisations and yet over half of line managers are resistant to the process (Gutheridge, et al, 2006).

Problem Statement

The growth of technology is unprecedented. It has an impact on every single activity undertaken by us. Organisations are best using the strategy of automation and information technology to improve existing business processes and create new business opportunities. The year 2017 has already revealed the developments we have witnessed in technology transformation and how organisations are coping up with such developments. Today's digital trend has brought to light the fact that there is a necessity for essential new co-worker, to build that workforce as the digital era demands, strengthening the customer relationships with ethics and considering digital ecosystems for the next waves of change.

Hence, this study closely reviews literature to study the growth of digitalisation, its impact on the workforce and how this can be best met with the help of brand created by the organisations' to manage the war for talent.

Methodology of the study

The study is based on survey method. The primary data was collected with the help of a semi-structured questionnaire from among 15 HR professionals and also 55 students at the post graduate level. It was so intended that they constitute the workforce in the days to come and a better understanding is arrived at when they constitute the sample for the study. Secondary data also has been used by referring to various sites on HR. The sampling technique referred here will be convenience sampling.

Growing Digitisation

As per a recent survey conducted Asia is becoming the fast-growing centre for digital innovation and account for more than half of world's total 2.8 billion users of technology. As per the study conducted by Microsoft Asiabusiness leaders are quick in understanding the fast-changing business needs and it is evident that 29% of business leaders have full digitisation strategy, while 49% of them are in progress and only 22% have limited or no such strategy. Such transformation affects every such organisation in empowering employees, engaging customers, optimizing operations and transforming products and business models.

The challenge for business's today is to face the implications of digital change especially when it comes to retain his customers and most importantly his employees who consciously or unconsciously the brand ambassadors of the organisation. It is well understood that technology change accelerates exponentially, and new digital platforms are emerging and the generation of digital natives (gen z) are expecting their employers to keep up the pace of change or lose relevance.

To attract these people (gen z) it's not enough the company looks good, it should really be good. They seek a lot of transparency and above all digital data trial means the new generation has the tools and methods to spread their opinion about a brand virally. They are no longer content with the traditional and convention business model and they seek transformational change, in the absence of which they don't mind creating one on their own.

Talent Management

Digital labour platforms have increased the transparency of job markets. It's easy to find an employee on line but very hard to retain him. They give companies a real opportunity to transform the way they recruit, develop, and engage their employees. Top performers know much about their values and go foot loose to find a new employer every time they are not satisfied with the existing one. Companies that cannot manage their workplace reputations carefully or engage their employees appropriately will find themselves on the losing side of an increasingly digital war for talent.

A latest survey by the Forbes³ has created a four-step strategy by which organisations, can create multi-channel sourcing strategy, empower new hires with the aid of company intranet sites, provide them with information that can help them best manage their career goal and create social networks that can enable them real time communication.

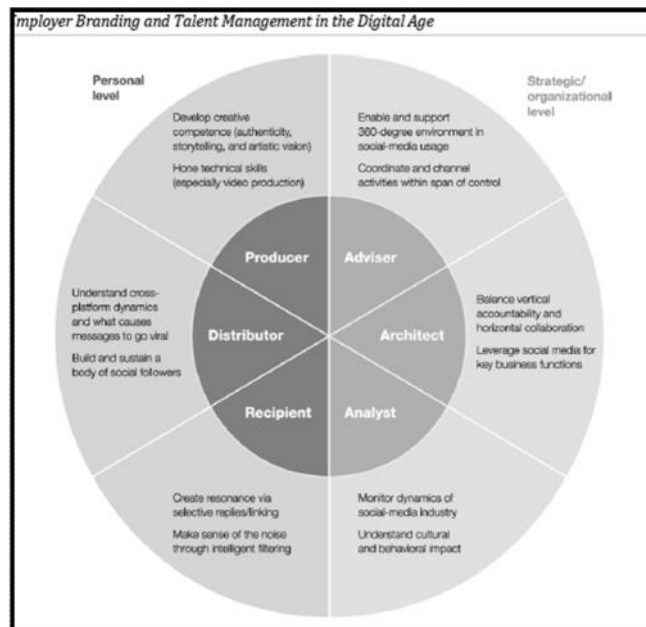


Source: Garr et al 2015

Employer Branding

Talent management as a best practice is better enabled when the organisation stands out as an employer of choice. Effective talent management is one of the most challenges faced by HR. It is an integral part of the HR too.

Employer branding is said to be the total of all efforts put forth by an organisation to its existing, potential employees to prove that their organisation is the best place to work. Employer branding provides the employees with exceptional opportunity to communicate the company offers. With this branding as one of the best practices it is possible to discuss any question in an open forum.



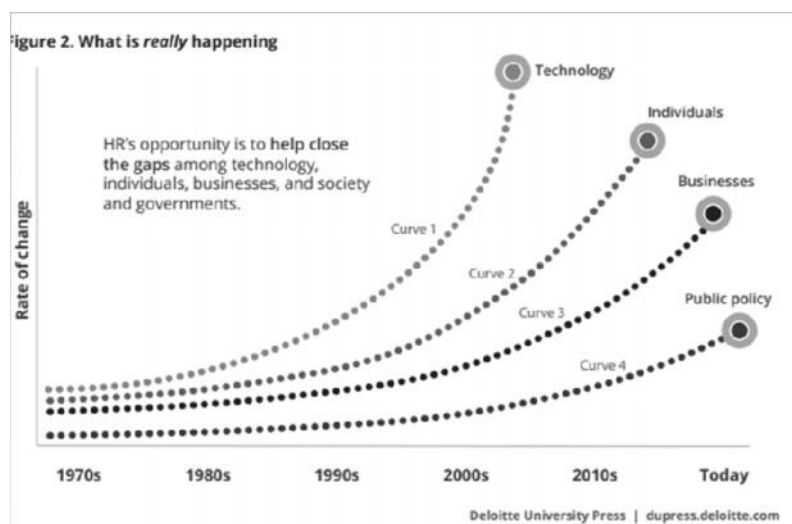
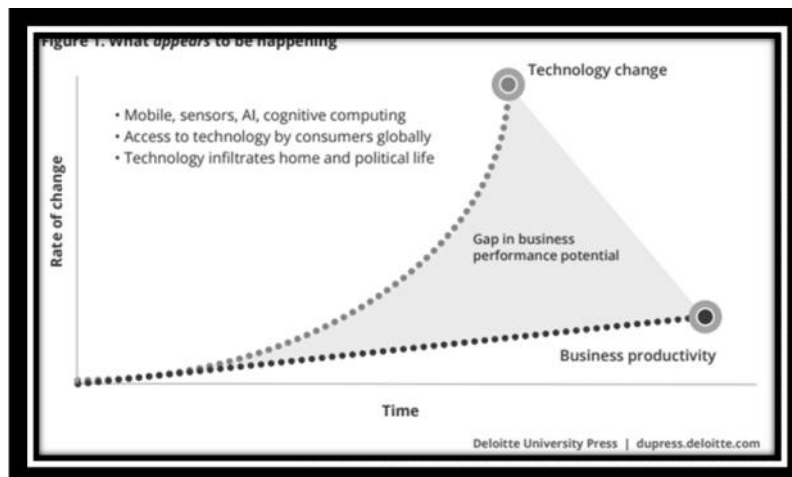
Source: Deiser and Newton 2013

Research Overview

In **Employer Branding and Talent Management in the Digital Age** (2017), Alina Daniela MIHALCEA it has been identified that HR face a strong challenge as business's go digital and making such skills mandatory for staff and management also is a must. Such digitalization is also reshaping the work atmosphere, culture and approach to work.

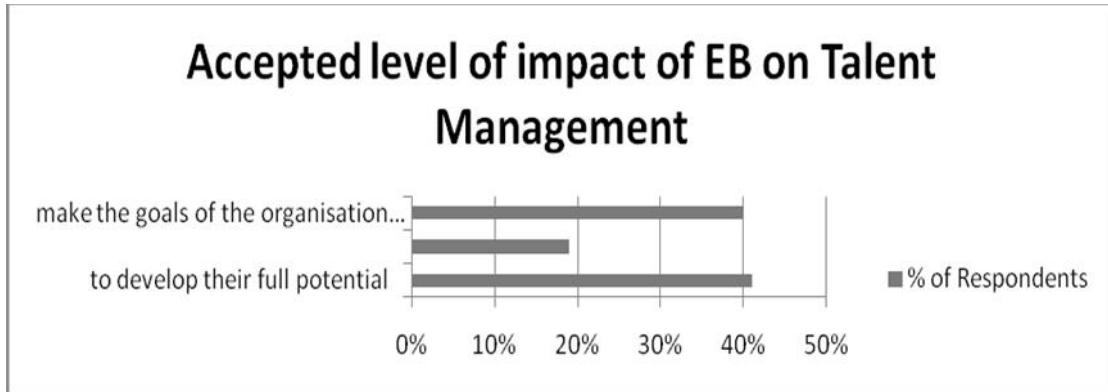
In **Employer Brand Building for Effective Talent Management (2016)**, Manupriya Bali and Shweta Dixit it is made evident that Employer Branding is gaining importance and becoming crucial for the existence of organizations to sustain today's competitive strategy. Having given the social media transparency employee advocacy is becoming increasingly important. However, the benefit of branding will lead to sustainable success only in the long run and fetch them the competitive advantage.

The Role of Employer Branding in Talent Attraction and Talent Retention in South Africa (2014) a study undertaken by Patrick Thabo Kheswa has empirically proved that Employer Branding does not have a positive impact on Talent attraction and retention because much research is required on how organizational leadership and the corporate brand influence employer branding. It has also been suggested that the effectiveness needs to be judged on various other metrics of talent attraction and retention.



Data Analysis

- It has been widely accepted and noted that organisations are under immense pressure to brand themselves and this definitely impacts the process of talent acquisition and management.



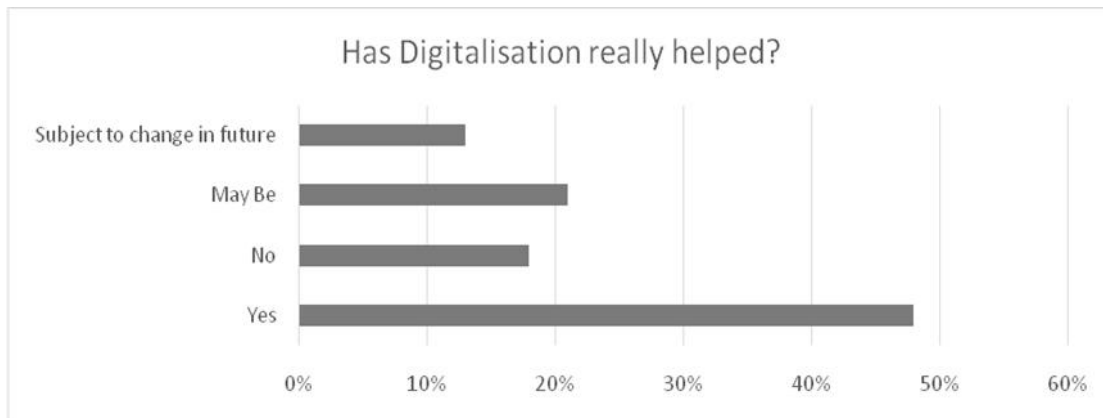
Source: Primary Data

- The key to success in today's competing trend is the route to digitisation which is usually subject to a lot of opposition and not so readiness attitude of managers too.



Source: Primary Data

- With the passage of time it has been proved that talent management is better handled with technology and today's generation are becoming more tech savvy than ever before.



Source: Primary Data

Key Findings of the Study

- Digitisation is a step change even greater than Internet.
- The growing importance of Employer Branding is felt as the organisations enjoy 54% higher quality applicant pools, 22% higher quality shortlists and 9% higher quality hires.
- Mobile recruiting is on the rise.
- High performing companies face very less problems of talent retention.
- High profile companies best attract recruits using their brand in the market.
- Today's Gen Z are tech savvy and have more options to choose their employer.
- Given the growing demand for skilled workers there is no room for complacency if a company wants to continue to compete for best talent.
- Digitisation drives down costs while ramping up speed.
- Business's use digital channels to create seamless and consistent engagement.
- It improves the return on employer branding investment.

Concluding Remarks

Innovative digital solutions can reduce cost and add value at every stage. Digitalisation has a clear impact on how organisations and individuals manage their day to day activities. It enables to enhance efficiency and transparency as well as boosts individuals access to everything from innovative products to public services.

Hence it is made obvious that organisations must react to such changes and align its strategies and activities and search for adequate ways to recruit, develop and compensate such digital employees. The generation that has grown up in a digital environment is both considerably more complex and heterogeneous. This problem is better solved when organisations are branded and there is the proper blend in the organisational and personal goals.

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