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# **Employer Branding in Talent Management: A Review of the literature**

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**Abstract**

Employer branding is an important construct in today's increasingly competitive world with established Talent management. Such a way it becomes more important to identify the factors of Employer branding with value proposition. Therefore this article makes an attempt to trace the factors of employer branding and add some value to the present study literature by conducting a systematic review of the existing literature. The purpose of this article is to provide a comprehensive overview of the factors of employer branding. A structured literature review is carried out to identify the critical factors of employer branding in Talent management. Finally Identified factors of Employer Branding from previous studies have been summarized to explain the current state of the concept.

**Key words:** Employer branding & Talent management

## 1. Introduction

The employment environment, nowadays, is becoming increasingly competitive. In such competitive environment, employer branding and "Talent management" has emerged as the latest word in the human resource management (HRM) lexicon is fast emerging as a long-term human resource (HR) strategy to attract and retain talented workforce.

Employer branding represents a firm's efforts to promote, both within and outside the firm, a clear view of what makes it different and desirable as an employer and it is the term commonly used to describe reputation as an employer, and its value proposition to its employees, as opposed to its more general corporate brand reputation and value proposition to customers.

The talent management is comprised of "a collection of typical human resource department practices...such as recruiting, selection, development and career and succession management. Some Advocates of employer branding claim a strong positive relationship between branding and successful business outcomes with talent management, at the individual as well as the organizational level. It is considered to be a significant predictor of desired organizational outcomes such as satisfaction, employee retention, productivity, and profitability (Buckingham and Coffman, 1999).

## 2. Methodology

A structured literature review was done to identify the critical factors of Employer branding on Talent management. For summarizing the literature around the concept literature review method was adopted as it is an accepted strategy to review concept (Chermack and Passmore, 2005). The articles were sourced from electronic database.

## 3. Conceptualizing & Reviewing

An employment brand is the perception of what it's like to work for an organization. In other words, it's the image that your prospective, current and past employees have in their minds about the employment experience at your company. Minchington (2006) describes your employer brand as "the image of your

organization as a 'great place to work' in the mind of current employees and key stakeholders in the external market (active and passive candidates, clients, customers and other key stakeholders).

Talent management was initially designed to improve the process for recruiting and developing people with the required skills and aptitude to meet current organizational needs. App *et al.* (2012) describes various aspects of talent management are recruitment, selection, onboarding, mentoring, performance management, career development, leadership development, replacement planning, career planning, and recognition and rewarding.

Mihalcea, (2017) stated that the relationship between employer brand and talent management represents a strategic component of the business model that generates retention and engagement, product and marketing communication innovation, value for consumers and financial performance.

The need for the digital skills in this talent management becomes vital. Digital skills for managers and employees are the new take on talent means development of core skills for increasing organizational performance: leadership, analytics, advanced skills in problem-solving, decision-making, and design-thinking. In the context of economic competitiveness and digitization, one of the major challenges for global corporations is represented by attracting and retaining top talent. On a long term, talent management represents a strategic component of the business model that generates product and marketing communication innovation, value for consumers and financial performance. Hence, the search for talents is a never ending story and investments in youngsters with high potential translates in minimizing operational costs, giving the opportunity of learning the business on a practical level, in concordance with the market dynamics.

From HR perspective, employer branding, involves identifying the unique "employment experience" by considering the totality of tangible and intangible reward features that a particular organization offers to its employees (Biswas & Suar 2016). This is often defined as "employee

value proposition” and it comprises the functional and economic benefits such as salary & remuneration policy, working environment, career development, organizational learning and psychological benefits such as job satisfaction or reputation. Hence, employer branding has become a strategic instrument for HR in the battle for talent acquisition and retention, helping employees to internalize company values and organizational culture.

As per Wojtaszczyk (2012), essential condition for the concept of employer branding are demographic changes, transformations in the HR structures, competencies of human resources, changes in the employee attitudes towards the work, decreasing the working population, trends of young generation. Thus the need for talent is significant. Further, there are difficulties in recruiting and retaining the right employees due to talent needs of the organization. The competitiveness is very important to talent management in employer branding. Transparency is another factor influencing the necessity of building employer branding programs in organizations. Nowadays employees have the possibility to share their opinions with a wide range of people through online channels. Therefore the information transfers to the labor market by the employer must be authentic and transparent, as it will be verified by current and former employees.

Wayne Cascico (2014), investigated the leveraging employer branding, performance management and human resource development to enhance employee retention. Why he has executed this study is that more employers are also promoting from within their ranks, and this has put growing emphasis on HRD and career-development initiatives. Because Global economic recovery from years of depressed growth has accelerated voluntary turnover, along with employer concerns about retention. Here the biggest winners in this emerging economic environment, at least from a talent perspective, are organizations with positive employer brands, performance management strategies that help employees develop expertise that maximizes their potential and innovative approaches to the design and delivery of HRD initiatives, especially in talent management.

With the expertise of each employee in the firms with strong emphasis on employer branding would give the employee retention for so long. A positive employer brand and performance management strategies that help employees develop expertise that maximizes the potential of each employee and innovative approaches to the

design and delivery of HRD initiatives. Each has enormous promise to accelerate employee learning, development and retention. At a broader level, careful attention to branding, performance management and HRD will pay dividends for years to come.

Figuerska & Matuska, (2013) stated that the issue of employer branding is becoming increasingly important. More and more organizations realize that their future success may depend on whether they are able to attract, recruit and retain employees with the desired qualifications. Companies with good employer brand are able gain financial benefits from socio-psychological determinants of employees’ engagement and work performance. They build a trust to employer and the sense of pride in belonging to the organization. It is the key for competitive success in nowadays knowledge-based economy and the background for suitability of effective organizational culture.

Babar Yaqub & Muhammad Aslam Khan (2011) says the role of employer branding and talent management for organizational attractiveness is in the high level in student’s perspective. Organizations all around the world always try to hire those people who can be an asset for the organization but it is important to know the efforts of these organizations to become employer of choice. Employer branding has a significant role for the hiring of human capital with the potentials. Due to that itself, people would be attracted towards the organization. As the people in this informatics era are well knowledge and ready to get any kind of information as soon as possible. It should be better enough for the organization to show off how their career ladder is and their brand to the society. Then it will be understood how it works.

His research indicates the relationship of employer branding and talent management for organizational attractiveness. The students are well aware of organizations recruitment techniques and they prefer to join those organizations where they can find better career growth. Students can make a better choice by the knowing the employer brand image of the organization and HR professional of organizations can make their techniques better to hire the new talent from the leading universities. The combination of talent management and employer branding can make any organization the employer of choice.

According to Ting Ting Jiang (2011) Talent recruitment and turnover are problems that hinder future performance & talent development without

Employer branding. It shows that organizations with better reputations attract a larger pool of job seekers and then can select employees from an applicant pool that includes more high-quality employees. Human resource management (HRM) interest in Employer Branding is due to the contemporary power of brands, HR's continuing search for credibility and increasing interest in employee engagement has coincided with tight labour market conditions, leading to the "war for talent" and a growing interest in talent management. Intention to accept a job offer and intention to stay in the organization are consequences of the employer branding and how the organizations improve each individual's performance & skills. He believes that Employer brand has been on how applicants are attracted, as branding influences the understandings applicants form about companies. It leads employees and prospective applicants to be attracted to remain with the organization or apply for a job offer.

Mandhanya & Shah (2010) stated that the Employer branding is a new dimension in managing the talent of organization from the perspective of retention and attraction of the talent management. He focuses on, how creating an employer brand in the minds of employees can help in this direction for retention & attraction of the employees. Employer branding with the talent management is defined as a targeted, long term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards process of developing and integrating new workers, developing and keeping current workers and attracting highly skilled workers to work for company to a particular firm. A fact remains true forever that for any organization talent is the key to growth.

Employer branding has become a top priority for organizations in their quest to win the war for talent. Looking at the present market scenario, we know that the growth during a recession in order to promote the brand of the organization should not be considered a waste of money instead should become a necessity. It serves as an HR perspective. Good branding attracts prospective candidates' attention and creates a desire to apply to the company. Employer branding builds an Employee Value Proposition (EVP) that matches both what employees want and what's expected from them in return and creates a loyalty among the employees and aids in retention management as well as generates an improvement in candidate

management style, qualities of current employees, current employment image, and impressions of product or service quality managers develop a concept of what particular

attraction, engagement, commitment, and motivation.

Foster & *et al* (2010) highlights the importance of employer branding and internal branding, and it's potential to support the corporate brand-building initiatives, whilst maintaining their distinctiveness in the literature. The analysis of the literature reveals a degree of synergy and integration between employer branding and internal branding. It also facilitates a comprehensive understanding of the implications of the two concepts for branding and integrated corporate brand management. It shows the synergy that exists between employer branding and internal branding, and to acknowledge the importance of different stakeholder groups, including existing employees and customers and potential customers and staff, in corporate brand management. It has also emphasized the importance of a corporate brand as "a powerful navigational tool. The corporate branding concept places an emphasis on employees' attitudes and behaviours with the value proposition with the talent. Here, this has given rise to internal branding and employer branding, which argue for a closer alignment between the employees' value proposition and those of the corporate brand. However, few studies have attempted to provide a platform by which the two concepts could be synergised to achieve a strong, consistent corporate brand with the utilization of talent management in the firm in line with internal brand.

Bhatnagar (2007) investigates the impudence of the perceived employer brand on employees' attitudes, which is especially important in their performance settings. The investigation of employee attitudes emphasizes the significance of creating a strong employer brand. Furthermore, long-term effects are considered by investigating the influence of the perceived employer brand on potential employees' identification. Employer branding therefore provides an organization with the benefits of increasing applicant quantity and quality with needed attitude which leads to competitive advantage and organizational performance in the perspective of talent and performance management (Fulmer et al., 2003). Human resource practitioner literature describes employer branding as a three-step process. First, a firm develops the "value proposition" that is to be embodied in the brand. Using information about the organization's culture, value their company offers employees (Sullivan, 2002).

According to Kristin Backhaus, Surinder Tikoo (2004) describes Employer branding impacts organization culture and organization identity with high talent that in turn contribute to employer brand loyalty. As mentioned, organizational culture also feeds back to the employer brand. Employer brand loyalty contributes to increasing employee productivity. Employer branding represents a firm's efforts to promote, both within and outside the firm, a clear view of what makes it different and desirable as an employer. In recent years employer branding has gained popularity among practicing managers in their Talent management & value proposition. Given this managerial interest, this presents a framework to initiate the scholarly study of employer branding it discusses the relationship between employer branding and organizational career management. Finally, it outlines research issues that need to be addressed to develop employer branding as a useful organizing framework for strategic human resource management.

#### 4. Conclusion

Employer branding have the strong linkage between Talent management in line with value proposition and organizational performance. Employer branding therefore provides an organization with the benefits of increasing applicant quantity and quality and organizational performance (Fulmer et al., 2003). Below table would give enough explanation.

Scholars	Dimensions
Mihalcea, (2017)	employer brand, talent management and strategic component
Biswas & Suar (2016)	Talent management & Employee value proposition
Wayne.F.Cascico (2014)	Employer branding, performance management and human resource development , employee retention
Wojtaszczyk (2012)	Employer branding, Talent management and competitiveness
Babar Yaqub & Dr. Muhammad Aslam Khan, (2011)	Employer branding, Talent management and organizational attractiveness
Ting Ting Jiang (2011)	Talent management, talent recruitment, employer branding
Mandhanya, Y., & Shah, M. (2010)	Talent management, Retention and employer branding
Foster, C., Punjaisri, K., & Cheng, R. (2010)	Corporate brand, internal branding
Bhatnagar (2007)	Employer branding, performance management and competitive advantage
Kristin Backhaus, Surinder Tikoo, (2004)	Corporate branding, Career development, Organizational culture, Recruitment

According to the scholars findings, we could able to conclude the Employer branding is playing a vital role for acquiring, developing and retaining the potential employees from the globe and impact on Sustainable HRM which is the recent enormous topic in the world. They suggest ensuring a competitive workforce and a permanent supply of quality human resources; the employment branding should contain Sustainable HRM practices. Organizations should use Sustainable HRM to position themselves as attractive employers in the labor market and achieve employer of choice status and maintaining the talented pool of workforce.

#### 4.1 Recommendation for further studies.

It is beneficial to have the researches in Sri-Lanka regarding employer brand and talent management as there are rare amount of studies here. Various companies can be taken into consideration such as private & public while doing the research on the topic.

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