

Talents management via employer branding

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Abstract

Operating a business in a competitive environment has pushed companies to seek out the most effective strategies for improving their performance. Many prior literatures have indicated that one of the most important parts that an organization's strategic plan should include is finding the best talents on the market. Many organizations believe that by strengthening their human resource capabilities through talent management, they would be able to attract the greatest people on the market. There are many factors that can support the talent management planning and employer branding has been seen as the first step for organizations to have a preliminary interaction with potential talents. A strong employer brand can act as a link between the organization's reputation, values, and strategies and future employees. This paper will explore more on the employer branding in attracting talents.

Keywords: *Talent Management, Employer Branding*

Introduction

There's no denying that attracting, developing, and retaining talent has become one of the most pressing concerns confronting businesses throughout the world. Rapid changes in demographics, technology, and globalization have far-reaching consequences for employment and workers. Therefore, organizations are battling for their performance as well as facing a serious challenge in attracting high potentials and retaining them (Chhabra & Mishra, 2008). This calls for them to acknowledge that human resources is one of their important elements to increase their competitive advantage especially in running a business in a fast moving world. According to prior research, organizations have included talent management in their strategic planning as they believe that bringing in the appropriate people may help them expand and perform to their full potential while maintaining their goals. (Smith & Watkins, 2020). In the effort of organizations to improve their attractiveness to the public especially to the potential talents, they have to ensure that their identity and image are attractive and desirable enough to attract the potential talents (Monteiro et al., 2020). It can be achieved through developing a strong employer branding to portray the reputation of the organizations in a way that potential talents can feel that they are part of the team and excited to work with the organizations.

Literature Review on Talent Management

The term talent management was first coined by McKinsey & Company in 1997 and is described as the number of experiences, abilities, attitudes, and behaviours of people that can be converted into organizational performance (Pillai, 2008). It is a strategy that began in the 1990s and has remained essential as companies have realized that their employees' abilities and skills may drive their corporate success (Voorhees, 2010). In the 21st century, talent management has become one of the important challenges faced by many hotel organizations in developing countries, as demographics and relocation hurt harm human capital (Svejnar, 2002). Talent management may be characterized as strategic strategies for attracting and retaining the best talent for an organization, as well as being a part of initiatives to help the organization reach its full potential while keeping organizational goals in mind. They will be well-positioned for long-term growth in workforce performance if they are able to execute well in talent management (Sireesha & Ganapavarapu, 2014). This suggest that talent management will involve companies performing its best to link the processes of recruiting, selecting, training, developing, nurturing, promoting, and mobilizing employees so that they are relevant to the company's core business (Ekhsan et al., 2021), which are also known as a strategic approach to talent management (Boudreau & Ramstad, 2005; Collings & Mellahi, 2009).

Collings and Mellahi (2009) have pointed out that strategic talent management must contribute in a sustainable way to the competitive advantage that organizations need to be strategically positioned in the market. From the perspective of Davies and Davies (2010), talent management should involve a systematic and dynamic process of discovering, developing and sustaining talent. They have developed a Davies model based on three elements of talent practice, these are: talent identification, talent development and talent culture. Talent identification is the process and activities to define and discover the sources of talent. Attracting people to the organisation is not the same as attracting the right people, who will be enthusiastic, highly capable and loyal to the values, beliefs and mission of the organisation (Davies & Davies, 2010). In talent development, learning and skills development is the most important capability for talent-focused organisation. An effective organisation will have a well-established process for the professional learning of all staff, which is effectively connected with other processes such as a performance management (Davies & Davies, 2010). Talent culture enable talent for future focused activity which enables the planned replacement of key staff.

Loyalty, commitment and retention cannot be guaranteed but in the process of developing people to “step up”, organisation should consider whether it encourages people not to “stay on board” (Davies & Davies, 2010).

Previous studies have stated that human resource elements have become latest energy for organizations to achieve their missions and of course finding appropriate talents for positions that require a very specific skillset needed in the organizations will increase the performance and it can be done through talent management. As stated in previous literatures, talent management is not only a process of finding the essential talents for the organizations but employers must also focus and relate to the key elements associated with employee recruitment and selection (Muduli & Trivedi, 2020). Therefore, when looking for the best talents, organizations must also ensure that key elements are intact to support the talent management processes and the capabilities of organizations to focus and align their main objectives with their human resources planning (Jobvite, 2016).

Literature review on Employer Branding

Employer branding was first proposed in the early 1980s as a way for businesses to increase employee engagement to ‘the brand they work for’ and compete more effectively in the competition for talent (Voorhees, 2010). Studies on employer branding has received a lots of attention for many years, however, according to the literature, there is still no universal definition for it (Bondarouk & Ruël, 2009). It can be referred as an organizational job designed which exposes them as an attractive place for potential employees (Llyod, 2008). Past research suggested that corporate branding is a new and exciting area with the potential to change the way companies operate. It is said that even there are many studies conducted but there are still many things that need to be clarified (Näppä, 2013) as they found as still inconclusive as the workplace keep changing with the current trends and expectations from the stakeholders and factors with the current work environment. Personal and authoritative work practices, methods, and rules have changed, and these changes have influenced the needs and views of employees in the 21st century (Lievens, 2007).

Employer branding also can be described as the company's reputation and popularity of branding techniques derived from possible human resource activities, including recruiting and retention. Attracting and retaining good personnel is a growing problem, and as a result,

businesses are making tactical investments to address the issue by implementing various tactics to attract talents. Employer branding is one such method, which has emerged as a crucial tool for talent acquisition, development, and retention (Backhaus and Tikoo 2004; Barrow and Mosley 2005). It primarily aids in the recruitment of qualified candidates and the retention of current employees in order to foster organizational loyalty (Priya & UmaRaman.M, 2021).

Shivaji and Maruti (2013) explained that employer branding should be a targeted longstanding strategy engaging managers' consciousness and employees' intuitions, possible potential employees and related stakeholders within a particular organisation. They further say that employer branding is a prevalent concept within HR professionals, marketing and branding staff including market researchers in the recent past, while at the same time it aims at enticing the right talent and retaining good talent becomes absolutely critical for the success of any organisation. Exploiting all relevant online tools has become a priority for organizations. For instance, employer branding in promoting positive reputation of the organizations can consider corporate social responsibility (CSR) a part of the branding planning. In many studies show that CSR brings many potential benefits including opportunities to expose the engagement of stakeholder with the organization and particularly among latest generations (Waples & Brachle, 2020).

There are many challenges when organizations decided to use the power of employer branding. As they believe that employer branding has its influence on employee value propositions that can be seen as a key contribution to companies' efforts to attract and retain talent in connection to talent management activities. But it has to align with all context in the organizations. For instance, there are significant results showing companies do not believe their existing human resource procedures are attracting the proper talent into their company. Aside from that, research reveal that companies are also experiencing difficulty finding talent pools that are compatible with the KSAOs required (Annual Review 2018 Report on the Achievements of TalentCorp Initiatives in Year 2018, n.d.). Despite of the popularity of internet recruiting research, there hasn't been much discussion about the career website as a vehicle for communicating the employer brand. In fact, there is a scarcity of literature on HR perspectives on the use of the internet to communicate the employer brand. (Gunesh & Maheshwari, 2019). Therefore, employer branding will need further investigation on its contributions and role in attracting talents from the market.

The Relationship between the Employer Branding and Attracting Talents

From previous literatures, organizations like banks and hotels have been using the organization's official platforms including career websites to ensure that the potential talents can get as much information about the reputation of the organizations (Gunesh & Maheshwari, 2019). Employer branding can be seen as the main tool for organizations to attract better candidates from the market as it helps to display themselves as being part of the organizations. Using employer brand will help organizations to show their best elements and how they are different from their competitors (Gunesh & Maheshwari, 2019). From there, it will attract potential talents and initiate their first impression to work with the organizations. Employer branding also need to adapt to the latest workforce movement and finding talents in strategic platforms must be part of the plan (Priya & UmaRaman.M, 2021).

In an era of rapid technological and organizational change, there is a greater emphasis on organizations looking ahead to forecast future skill needs. As part of talent management influence, employer branding supplements this by developing a forward-thinking employer brand in order to attract employees with the skills and qualities needed to deliver on the long-term strategy. Due to ongoing skill shortages in the sector, companies must invest significantly in promoting their employer brand in order to attract potential employees. (W. Z. O. M. B. S., 2018). The concept of employer branding is stated as the latest method that can effectively support the company's efforts to contact and retain employees, and as well as enhances the company's brand image and positions of the organization as a reliable and attractive organization (Ekhsan et al., 2021). Therefore, making a decision on the timing that when the employer branding should be launched is also critical. Many research has been done with university students where from the findings, employer brand can be absorbed in the system very early and the organizations can get many information on the values that the potential talents looking for when they are in the process of finding employers (Noutel et al., 2021). Since branding is a part of marketing function, it is very important that potential talents to set the employer brand in their mind even before they start thinking of finding their dream employer. In this context, the role of employer branding in attracting talents is not limited to certain timing but it can be initiated even at the early stages to grab the best talents from the market.

Employer branding not only about bringing forward the reputation of the organizations to the potential talents but also will show the abilities of the organizations to keep them inform about the current situation in the organization. Communication aspect through employer branding has been seen as the primary element for potential talents as they will start ‘communicating’ with the organizations of their choice through employer branding (Nelke, 2021). This also reflect on generation and gender, as the world is looking forward to receive many talents from new generations, employer branding has become significant as this generation is more on immediate responses and looking for employers that can give the freedom and fast growth in their career (Rzemieniak & Wawer, 2021). Therefore, employer branding is not only can attract them but it will help organizations to keep and retain talents. It is significant for the employer to consistently display good branding external and internally (Wee, 2013).

In different angle, choosing the right platforms for employer branding can be a challenge. As we can see from the current trend of the workforce, the landscape has been changing due to the pandemic Covid19 (Nelke, 2021). This situation has cause an emergence of labour force where more talents who are qualified with comprehensive skills in new technologies and digitalisation are the top choice for organizations (Nelke, 2021). Past studies also suggested that choosing the right channel is very important since employer branding can be used to attract talents from the market and social networking has been seen as the popular platforms for latest generations to retrieve information they need. (Carmack & Heiss, 2018). In this context, employer branding is not only about portraying the best images organizations but must through strategic platforms in order to reach and attract the right talents.

Living in a new norm and realities, organizations must use the employer branding to the optimal level and must continuously improving the platforms to reach the best talents they are looking for. As mentioned above, employer branding is being used to communicate the reputation of the organizations through many platforms that need to be chosen strategically. In this context, the effectiveness of communication must be evaluated carefully when choosing the right platforms to reach the right talents (Nelke, 2021). Talent management has been considered as business strategy in the current workforce. Communicating to the potential talents on how the organizations can provide them the career growth they are looking for is very critical. Employer branding can reflect the strategy into a suitable and most accepted ways that talents desire nowadays (H. S, n.d.). The findings of the study revealed that communicating

employer brand messaging was critical in affecting employer brand discernment (Bowd, 2006; Knox and Bickerton, 2008).

Recently, there has been a significant increase in interest in talent management in the national context in order to better understand the complexities of managing talent in today's globalized world, where organizations are not only competing with each other, but governments and their societies have also joined the talent race (Gallardo-Gallardo et al., 2020). It means that finding talented personnel is not an organizations issue anymore but it has become a national concern. As the pool of future talent becomes smaller, declining growth rates are a matter for concern (*The Future of Talent in Malaysia 2035 | CIPD Asia Reports*, n.d.). As the competition for skilled people heats up, businesses must determine where to focus their resources in order to attract the best candidates. The interaction between talents, skills, and competencies; and the appraisal of future demand by occupational groups are all highlighted in research findings related to talent search and development.

Conclusion

To conclude, talent management is a vital aspect, and employer branding is one of the elements that may connect what organizations are looking for, particularly when it comes to attracting the top people on the market. Employer branding serves as the primary bridge to access talents, and talent management is one of the strategies used by organizations to stay competitive in the market. Based on previous literatures as stated in this paper, employer branding has become one of the effective method in talent management to attract talents from the market. Organizations have the understanding that employer branding could solve many human resource issues pertaining to attracting and managing talent. Organizations must be able to identify their greatest features and values to be portrayed to potential talents when competing in a fast-paced environment with a shrinking talent pool, which may be done through good branding. Employer branding can be the suitable link to connect organizations to the potential talents they are looking for, according to studies. New generations have recently started entering the workforce with different expectations and demands, and employer branding can be the acceptable link to connect organisations to the potential talents they are looking for.

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