



## EVOLUTION OF EMPLOYER BRANDING WITH SOCIAL MEDIA- A PERSPECTIVE

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### ABSTRACT

*The inception of online networking has created a tremendous impact on our culture, business, and on the world at large. Social media websites are one the most popular haunts on internet. The utilization of online networking (SM) has significantly expanded with a large number of clients making huge amount of information consistently. Online networking offer to opens doors for individuals to re-associate with their old companions and colleagues, make new companions, exchange thoughts, offer substance and pictures, and numerous different exercises. Online networking nearness is a shabby and viable means to improve brand image and popularity. The online networking as now developed has learning tool that facilitates one of the important element of HR management called employer branding. It's here where the concept of employer branding has emerged. Progressively, organizations are turning out to be deliberately utilize use the business brand to draw in and hold ability and, ultimately to extend and develop. Creating an image of a desirable and unique employer through online networking has received much attention in the last years. Today, an effective business image is essential for competitive advantage. Employer branding incorporates correspondence exercise to both external and internal audiences regarding the company's offer that would make it distinctive among its competitors. Therefore, this study is made to analyze the evolution of Employer branding with social media.*

**Keywords:** Employer Branding, Social Media(SM), Internet, HR Management, Online Networking

### INTRODUCTION

Mr. Modi took office 2 years ago as pioneer of the world's largest democracy, arrangement claims have come in 140-character snippets. He has used Twitter and other social-media services to part in diplomacy and built his image in a way few other global leaders have done. Other global leaders i.e. Barack Obama utilized Face book, My space, Twitter, mails and blogging both to elevate his message to the general public and "to instigate his message receivers to foreword the content of his campaign" (Oluseyi and Gallop 2010). we cannot blindly say social media have led to success of these leaders. But it can be said that online networking could be a powerful tool of communication, marketing, promotion and recruitment for organizations and individuals, if handled consecutively. World Wide Web over a decade of time has changed people and the way they connect. The interaction is very rapid through web based technologies. May it be internet, e-mails, personal online Pages, blogs, search engines, social networks or chats, these days individuals are more and more connected through these types of online networks? This type of interaction give rise to the term "social media" which refers to a group of online-based applications which allow the creation and exchange of content for all the people that use it (Kaplan & Haenlein, 2010). It would be wrong to say online networking is only for entertainment purpose. It serves as an appropriate platform for companies to both advertise/promote themselves and connect with current and prospective employees. Online networking platforms began as vehicles for individuals to connect, but it wasn't long before companies and organizations seized on the new opportunities to market their brands and reach their target customers. Social Media are computer -mediated instruments that permit individuals to make, share or trade



information or ideas and pictures /videos in virtual and networks. Individual users can stay informed of most recent worldwide and local advancements, and take interest in crusades and exercises of their importance. Experts use online networking platforms like LinkedIn to improve their profession and business prospects. Understudies can work together with their associates to enhance their scholastic capability and communication skills. As of the first quarter of 2015, Face book had 1.44 billion monthly active users followed by micro blogging service twitter, averaged at 236 million monthly active users per day .LinkedIn has 350 million users as on 30 April 2015.which is mostly used for recruiting and consulting purposes. Social media is normally in the form of textual content like sites, reviews, surveys and status updates, rating scores or stars (e.g. ratings), like or dislike indications (e.g. reviews votes and Face book's like or Google's "+1" buttons), queries (e.g. Google trends), tags and profile data (e.g. Online network graphs).Through social media individual express their feeling in the form of opinions and these opinion have great affect on masses .e.g. reviews to predict movie's success (Mishne and Glance 2006), Amazon reviews to predict product sales (Ghose and Ipeirotis 2011), short films, and reality show's success are also mostly devoted to social media. They have transformed the way individual communicate and socialize on web. Net savvy companies are using social media to advertise their products, build customer loyalty and many other functions. Interactions and opinions from customers help businesses to understand the market, and fine-tune their products and strategies. Numerous organizations organize contest and give away rewards to enthuse purchaser to visit their social site page regularly. Contrasted to television promotions and other expensive forms of advertisements, social media existence is a cheap and effective means to enhance brand image and popularity. Employer branding through online networking is on raise, 93 % of the scouts utilize or plan to utilize online media to recruit. Davies and Chun 2002; Chernatony and Dall'Olmoriley 1998; Aaker 1996 have opined that brands are no longer just remain product , but they have become imparting stages towards clients and different partner that pass on particular characteristics of items or services as well as organization values ,mission and vision statements . Employer branding is the way towards forwarding a firm, or an organization, as the employer of choice to a desired target bunch, one which a company requires and wants to recruit and hold ([https://en.wikipedia.org/wiki/Employer\\_branding](https://en.wikipedia.org/wiki/Employer_branding)) The procedure encourages the organization capacity in drawing, enlisting and holding perfect workers – alluded to as Top Talent in enrollment – and helps to secure the achievement of the company's business plan. The social view point is essential: a view is more valid if shared by a individual as opposed by a by a corporate association. The Career page of any organization on online networks is a key meeting point of all of employee values. "So imaginative, so inventive, so individual, so diverse, the thought here is to assemble individuals, who worked, are working and will work for association.

## LITERATURE REVIEW

Employer branding emerged as an alignment between marketing and human resources (HR) (Backhaus and Tikoo 2004; Edwards 2010). Many researchers have studied the idea of employer branding through various subjects, human resources and marketing being the most prominent one. To enhance the knowledge of the practice, HR management has termed it as employer branding constructed on the marketing idea of brand management (Jack et.al 2013) .The attractiveness of an organization is a vital component in enlisting and holding employees (Edwards 2010). Employer brand image helps to distinguish the organization from others (Bakhaus and Tikoo 2004). Employer branding shapes employee's identity to transform into a fixed set of values, stable (Alvesson et al. 2008). Employer branding is favored more towards the advancement of a

positive system of an organization, which existing employees would comply with and associate themselves. Stevens (2002) pressed on the importance of external marketing for employer branding while Cable and Turban (2003) discussed about the strong employer brand's positive influence on individual's organizational membership. Although organizational impersonation may bring about regular HRM practices such as providing open doors and Group-based culture, employer brand image in any case supports bolsters other corporate properties in contending in the market. Employer brand administration is concerned with several vital issues, such as understanding employees' preferences at entry and how their importance's change as they construct their vocation (Jack et.al 2013). Employer branding consists of tangible attributes which are subject to managerial control and readily communicated i.e. pay structure and intangible i.e. ascribing human traits (Lievens and Highhouse 2003). Ambler & Barrow (1996) referred employer brand as the package of functional, economic and psychological benefits provided by employment, and identified with the employing company. Employer branding includes transmission activities to both external and internal audiences regarding the company's offer that would make it distinctive among its competitors. Online networking has become the main source of information, "providing access to information that was previously withheld or unavailable (Lichy 2012). Since 2011, online networking has been the primary source of platform for advertising vacant positions and information about the prospective companies' culture and work practices (Laick & Dean 2011). Backhaus & Tikoo (2004) stated by utilizing online networking services in the hiring process, companies adjust their recruitment and employer brand communication according to the targeted audience. The process of engaging quality Employer Branding, especially if promoted through online networks, open great doors for HR experts to get involved in activities beyond their traditional HR undertakings.

## **SOCIAL MEDIA**

Kaplan and Haenlein (2010) have opined that online networks have revolutionized whole world from over past few decades. Social media represents a progressive new pattern. Mersey talks about online networking as a new media channel with new characteristics, where messages ought to be tailored based on the target audience (Mersey, 2009). Online networking identifies with the sharing of data, encounters, and points of view all through group situated sites as proposed by Weinberg (2009). Bruns and Bahnisch (2009) propose a smaller definition, as indicated by which online networking are sites which are based on Web 2.0 technologies to give space to top to bottom social communication, group arrangement, and the handling of collective activities". The advances in technology, especially the increased use of online networking sites such as Face book, LinkedIn and YouTube, have shifted the information flows in companies. Social media enables, as well, easy communication among individuals and groups of stakeholders, improving thus the social-constructivist nature of reputation

According to Kaplan and Haenlein (2010) online networking sites can be divided into six categories.

1. Collaborative projects: Collaborative projects are the most democratic manifestation of the user generated content and allow the joint and continuous creation of content by many end-users. The advantage of using such type of online networking media is that all the information is available for free, and due to the numerous people who constantly check the content of the information, useful and accurate information could be found only by browsing the website.
2. Blogs or Online journals: Nardi et. al (2004) characterized online journals as often as possible redesigned WebPages with a progression of chronicled posts, normally in opposite sequential

request. Java (2007) defined blogs as the essential type of online networking which gives a channel to clients to express their opinions, facts and musings.

3. Content Communities: Content communities permit clients to share online multimedia materials Ex. YouTube, Flickr, and Slide Share.
4. Social networking sites: online networking platforms are applications that permit individuals to connect by creating personal information profiles, welcoming companions and associates to have entry to those profiles, and sending messages and texts between each other.
5. Virtual game world: This category include stages that reproduce a three-dimensional environment in which clients can show up as customized symbols and associate with each different as they would in real life.
6. Virtual social worlds: This is same as Virtual game world; difference lays in user creating avatars of themselves but with lot more freedom of action without restrictions as in a game.

Virtual social world have of late turned out to be extremely popular because they offer large no chances for organizations in promoting, advertising, communicating, online sales/ e- commerce, marketing research and internal process management. The above defined 6 types of online networking media are designed for interaction and communication. Although they are similar in overall purpose, each one of them is unique and offer different purpose. Collaborative projects are designed for knowledge sharing i.e. Wikipedia, ballotpedia. Blogs are a form of personal diary, accessible to everyone or alternative for personal websites. Content communities are strictly designed for sharing media content between users. Social Networks allow you connect with friends and lastly virtual game and social worlds offer the possibility of not playing/interact alone, but play/interact at the same time with people all across the globe. In the past few years more and more companies have introduced social media in their communication strategy, including employer brand communication (Bondarouk et al. 2012). In the year 2014, Jobvite social recruiting survey, reported that 94% of the employers use Linked IN, 66% of employers use Face book, 52% twitter, 21 % of the employers use Google +, 15% of the employers use YouTube for recruiting purposes. In same year, Unbridledtalent.com has reported that 65% of the organizations use online platform to communicate their employer image.

## EMPLOYER BRANDING

Employer branding defined by (Heilmann 2010) as a means of attracting new employees and retaining existing employees. It is gaining popularity, particularly in employment contexts where the distinct skills and contributions of employees represent a distinctive competitive advantage for organizations. Ambler and Barrow (1996) initially launched the idea of employer branding as a research discipline with an explorative study among UK companies of the relevance of applying brand management techniques to HRM. Helle et al. (2011) concluded that the employer brand concept is potentially valuable for organizations and that applying brand Management to the HRM function reinforces the strength of and increases the value of corporate value from a client point of view. In this way, it brings come back to both HRM and marking (Ambler and Barrow 1996). Current employer branding receives an obsolete thought of brand administration, established in functionalist beliefs and conceptualizations of the connection amongst businesses and representatives, accordingly neglecting to react to show hierarchical difficulties and societal weights. The way to deal with building a solid business brand has changed throughout the most recent





couple of years-as has its effect on procuring and who's in charge of managing it. The term “employer brand” was first defined in the mid-1990s: it denoted an organization’s reputation as an employer, as opposed to its more general corporate brand reputation. And building a strong employer brand first became a major focus of activity between 2004 and 2008, when in response to the growing competition for talent, leading companies like Unilever, Shell and P&G began to apply the same focus and consistency to their employer branding as they applied to their corporate and consumer branding. This prompted the improvement of an Employee Value Proposition, which is characterized to be the key advantage offered by the organization as a business, and the generation of manager brand rules, which expected to convey more noteworthy consistency to the organization's enlistment promoting. Employee branding was transcendently outward confronting and publicizing driven, and fell under Resourcing and HR. HR utilizes the business brand for three primary reasons: Organizational society and representative fit positive results for enlisting; and holding ability with corporate qualities and a group based society. The business brand is a long haul system with a straightforward message that advances the association as a business of decision. Kumar, the creator of Powerhouses: How they are going up against the World brand building pointed that the picture and the acknowledgment is a long haul exertion that requires significant assets. The expanding concentrate on upper hand is driving numerous organizations to reevaluate their brand image. The employer brand is a prime example of a progressive HR practice. The employer brand is an important differentiator for talent management. The fit between employer and employee is important for hiring compatibility. A intense organisation image has the talent to attract and hold and represent quality to its customers, with the goal of gaining global recognition in sustainable manner. Each business brand is a speculation that ought to show an arrival tantamount to different types of business venture. The concept of employer brand focuses on internal and external audiences. Therefore, employer brand can be classified under three features- external employer brand, internal employer brand and construed external employer brand (Dutton et al. 1994). Ashcraft (2007) described that, the employer brand concept is a wider perspective in which construction of employee identity is largely incorporated within the quintessence of employer. According to Ashcraft (2007), the discourses of employer branding in which employee’s identities are constructed have significance on prospective employees who impose a favorable/non-favorable attitude towards the employer. External employer branding refers to what the a prospective employee and the existing clients feels about the organization and it includes Market performance, Market status of your organization’s specific sectors, products and services, Work place rankings and awards.(Suresh Amara, Founder and Director at Nrusimha Software Services Pvt. Ltd.) Internal employer branding is, therefore, described as the way employees in an organization articulate their attitude towards the internal organization, more specifically, it’s about employee’s experience in the organization. According to Uncles and Moroko (2005) construed employer brand relates to the employee’s beliefs about prospective employees perception of the organization. The employer brand strongly supports corporate brands, and vice versa. Universum Global’s main findings were that that numerous pioneers now put essential obligation regarding making manager brand with the CEO or promoting, instead of with selection representatives. In fact, 60% of the CEOs surveyed said this responsibility lies with the CEO (40% of marketing leaders agreed) — which is a strong indication that employer branding is expected to gain greater strategic importance. Reviews across the world shows that 36% of global employers reported shortage, the most astounding rate subsequent to 2007, and in a later 2015 overview, 73% of CEOs reported being worried about the accessibility of key abilities. . First and foremost, it’s time for leaders to time for pioneers to concentrate on fortifying their employer brand. Employer branding is one of the vital issues for

organizations to sustain in the present world. Apart from the progress done in the domain of employer branding, still a lot can be explored with the help of strategic HRM and social responsibility (Helle et al. 2011). Quick entrance of online networking into society (Dickey and Lewis 2010), firms are progressively utilizing them as a piece of their showcasing and brand building exercises (Gallaugh and Ransbotham 2010). Online networking gives the chance to interface with clients utilizing wealthier media with a greater reach (Thackeray et al. 2008). Online networking give new chances to customer connection, they additionally open up new conceivable outcomes for promoting analysts to draw near to the consumers and collect info about their preferences, desires, and needs (Kozinets 2002). Online networking devices permit firms to get to a large number of individuals. Since countless are as of now going to online networking, a brand's name nearness everywhere on those systems can advise individuals about it and get comfortable with the firm, making brand mindfulness (O'Flynn 2012). Online networking exchange substance to a more various scope of individuals contrasted with the broad communications. They make a "little world" system (Newman 2003) where substance is effortlessly disseminated to an expansive number of individuals, as the system is formed through voluntary connection and requires fewer step for sharing information.

Gillin, (2007), explained shift towards social media by the firms on following points

- **Declining response rates:** Customers progressively disregard customary web promoting, for example, standard and email notices because of lack of engagement and spam
- **Technology and developments.** The developing IT infrastructures, new tools, and an increasing online population contribute to social media attractiveness.
- **Demographic shifts:** People, especially young individuals, have moved online and the use of traditional media channels has declined.
- **Customer preference:** Trust is important on the internet and people trust their friends and other internet users more than companies.
- **Low cost:** A viral campaign can produce many more engaged customers than a television campaign at a much lower cost

Effective employer branding leads to increased employee retention, employee being more committed to organizational goals, reduced recruitment costs, competitive advantage and improved reputation

## FACTORS AFFECTING EMPLOYER BRANDING

Vijay Kumar (2011) opined that unsatisfied customer tells ten people about his experience whereas unsatisfied employee tells hundred working with one of the largest or most innovative companies in a specific industry acts as motivator too. Mukesh Biswas and Damodar Suar (2013) on their study on employer Branding in manufacturing company revealed that employee values consisting of social, interest, developmental and economic values are affecting the employer brand.

- Interest Value: The degree to which employee is attracted to employer which provides exciting challenging work environment.
- Social Value: Paving a way for working environment that is fun and happy.
- Economic Value: Value satisfying the compensation expectations, job security and promotion opportunities.
- Developmental Values: refers to the Values which provide recognitions, self growth and career enhancement.
- Application value: this provides an opportunity for applying the known concepts and ideas in the work. The empirical study reports that 80% employees have given utmost importance to the social value.

## CONCLUSION

Times have changed; the rise of social media has made companies a great deal and more transparent. People are far more likely to trust a company based on what its employees have to say than on its recruitment advertising. This implies ability fascination depends much all the more vigorously on worker engagement and backing. As the worldwide economy grabs, there is developing worry among CEOs about finding and keeping the best ability to accomplish their development desire. Social media serves as an informal platform to the employers to project themselves before the prospective and current recruits as a brand. This sharing of knowledge has definitely shown positive results so far and is expected to be upgraded with the course of time. Human resource management is heavily relying on social media to communicate with the people of both inside and outside world. Besides the benefits of employer branding through social media, there exists some disadvantages. This is supported by Dutton and Dukerich (1991) on New York Port authority described the way a negative external image of the firm demolished employer brand which encountered employees to go through stressful situations. Supported by Highhouse (et al. 2007), in an organizational setting with negative corporate reputation, employees encounter with shame and embarrassment. Therefore, to built employer brand through social media is highly risky, and only trained professionals have to be deputed with these tasks. The objective of building an employment brand is that it must be built virally by others. An organization's culture, leadership capability, work/life balance, HR practices and etc. are to be talked by others, internally by employees, externally by clients and prospective employees, in order to be credible and believable. To achieve this, organizations has to tell a compelling story with real examples - success stories and experience of current employees in the organization and also it should include hard and real data. The internal branding can be achieved by focusing on employee attributes, but to achieve external branding which mainly comprises of social media is difficult one. Over the period of time many social networking sites evolve and difficulty lies in employer finding the most sought social site. Employer branding is a long term strategy and is to be communicated externally through editorial content in target publications, building a company brochure, write-ups in academic case studies, impressive website, presentations at conferences, career fairs, using the job sites, branding in social and professional networking sites, allowing employees (only selected and trained employees) to interact through webcast, podcast and presentations in conferences