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LEVERAGING SMAC FOR EMPLOYER BRANDING TO BE AN EMPLOYER OF CHOICE

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Abstract: *Convergence of technology and management is driving economy and business universe. Two important pillars of employer branding are Employer and Employee who acts as a catalyst for driving, facilitating, managing and embracing change. Leveraging, integrating and infusing SMAC i.e social, mobile, analytics and cloud technologies to win the war for global talent has become mandatory for the organizations. Employees are the brand ambassador and provide competitive advantage to the organization. Attraction and retention of the right employee is a market differentiator. Innovation and transformation followed by digital distraction and disruptions are the biggest reality and challenge of 21st Century. Technological revolution and workforce diversity has necessitated proposing a practical framework of employer branding. Sustainable talent management strategy is required to be reinvented for attracting and retaining right talent. Virtual workplace and millennial who are digital natives entering into the workforce has emerged the need to leverage SMAC for employer branding strategy. Pay Scale report suggests for Iconic brands like Amazon and Google median employee tenure rates are about one year. Further this report suggests that highest employee attrition rates are being faced by the high profile and best-performing companies in existence.(Pay Scale Survey)Talent management lifecycle has got influenced by demographic dividend as more Gen Y and Gen Z are ruling the workplace. Its point of prime concern for human capital management professionals for customizing innovative employer branding dimensions to become an employer of choice. This paper will focus on leveraging SMAC for better talent attraction and retention. Employer Branding dimensions are required to be reformulated in alignment with the changing talent and trends .Organizations are required to be guided rightly to integrate SMAC for promoting employer branding. Implementation of innovative approach can fuel and open the door for better attraction and retention of employees. This paper has attempted to explain the need and role of SMAC from Employer branding perspective. Contemporary employment scenario and human resource management practices of organizations have also been explored to relate this and employer branding dimensions. It is a descriptive paper content from research papers, company insights, survey reports, white papers have been referred to conclude the role of SMAC as a facilitator of employer branding for organization to be considered as an employer of choice. This is an exploratory study & main purpose of the study is to identify the role of SMAC in Employer Branding from human capital management dimension. Survey, reports, research insights of prominent organizations like SHRM, People Matters and others have been explored extensively for deep understanding of the subject from multidimensional perspective.*

Keywords: *Digital Distraction and Distruption, Employer of Choice, Gen Y, Gen Z, Great Place to Work, Innovation, Talent Management, Transformation, War of Talent, Workforce Diversity.*

I.INTRODUCTION

Talent management has become global challenge in this VUCA business world i.e volatile, uncertain, complex and ambiguous. Digital Innovations & demographic dividend is redefining the organizational human capital management practices and employer branding strategy. Viability and sustainability of the organization depends on the talent pool of the employer. Human capital Processes are required to be infused and integrated with social, mobile, analytics and cloud technologies. SMAC can prove as a facilitator for right hiring, selection and retention. Cost effective, time intensive talent management decision can be implemented with the help of these four breakthrough technologies for promoting employer branding. Employer branding is a strategic

tool for talent management which can be integrated with smac technology. Chartered Institute of Personnel and Development (CIPD) survey reports that more than half of employers now believe that talent acquisition is increasingly competitive, compared with just 20% in 2009(Monster.com study).Manpower Group's 2013 Talent Shortage Survey reveals that 35% of employers report difficulty in filling jobs due to a lack of available talent the biggest shortage since the start of the global recession (Manpower Group Survey 2013). Scot Melland, CEO of Dice Holdings, suggest even if baby boomers delay retirement, there aren't enough younger workers to take their places. (Scot Melland).

II. RELEVANCE OF THE STUDY

Energy experience and enthusiasm are the characteristics of workforce who are looking for enrichment engagement and empowerment .Sparks and Honey research suggests that the digital natives or Gen Z are spending 41% of their free time with computers or mobile devices(Green, Aaron 2016). They are born into post millennials era which has witnessed biggest new technological revolution. To attract and retain this new breed of techsavvy creative workforce is the biggest challenge. They love to explore and experiment take challenges and risks. If they will not get right opportunities they tend to be job hoppers which lead to attrition. Demographic segment of the employees and inclusion of more and more Gen Y and Gen Z employees at the workplace has challenged the organizations to reorient the way they do their business. These digital natives are versatile, dynamic and quick decision makers which has reduced their attention span at times. Many other characteristics of this generation further leads to less retention .Attrition rate of the organizations and retention of employees are the biggest challenge. Better retention can be done with the help of employer branding. Employer branding helps in right positioning of the employer in this turbulent talent market. To win the war for talent organizations are required to be an employer of choice. Prospective applicants are required to be attracted towards organization which can be easily done with the help of branding employer image. Technology can help in improving employer branding and place the organization as an employer of choice. There are several dimensions of human capital management which helps in building employer image in the mind of prospective employees. Influx of technological transformation has lead to digital worker, virtual workplace and human resource processes. Employer branding dimensions can be integrated and promoted by smac technology as it can serves as a common touch point between prospective employer and potential employees.

Important Terms:

Employer Branding
The term 'Employer Branding' was coined by Simon Barrow in October 1990.Minchington (2005) defines employer brand as 'the image of your organization as a 'great place to work'. Employer branding has become a top priority for organizations in their quest to win the war for talent. The war for talent term is coined by Steven Hankin of McKinsey & Company in 1997. The concept of E.B is increasingly gaining interest in the academic (Ambler & Barrow, 1996; Lievens, 2007) as well as the practitioners' domain (reports from conference Board, CIPD etc.). Employer brand is an expression of organization's personality and creates a platform for company to communicate employer value proposition. Sullivan (2004) define employer branding as as "a targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees, and related stakeholders with regards to a particular firm". Martin et al. (2011) further developed the concept and define it as "a generalized recognition for being known among key stakeholders for providing a high quality employment experience, and a distinctive organizational identity which employees value, engage with and feel confident and happy to promote to others". Common features of the definitions are the unique identity and values of the firm that are utilized to communicate how the firm differentiates as an employer. Based on the research presented Employer Branding is here defined as "a strategy of internal and external communication of the unique attributes that establishes the identity of the firm as an employer and what differentiates it from others, with the aim of attracting and retaining potential and current employees".

Employer of choice (EOC)
"A company that because of its status and reputation is always the first choice (or at least on the short list) of world class candidate" (Sullivan (1998) as cited in Sutherland et al. (2002; p.1).Employer of choice programs acts as a competitive advantage and helps in attraction selection and retention of employees. Employer attractiveness has been defined as the degree to which a respondent would personally seek an organization as an employer (Turban and Greening, 1997).To overcome war of talent becoming an employer of choice can be a strategic tool. To be a preferable employer organizations are required to incorporate and customized all human capital management practices as per the changing demography and technological needs. For example for youth freedom matters a lot they may not find suitable to be monitored and controlled by strict task masters. Organization is formulating sensible BYOD Bring Your Own Device strategy and other

similar strategy to promote productivity and positivity among young workforce.

Human Capital Management

People Management is touching milestone. Human Resource Management is sought to be replaced with HCM. Often called as talent management (K.Aswathappa). HCM can be reinvented with the help of all these four technology.

III. SMAC Social, Mobile, Analytics and Cloud

Technological innovation has clustered these four technology i; e Social, Mobile, Analytics and Cloud together as a critical strategic component for business survival, sustainability and organizational performance. It has become a catch word to integrate technology and management to create operational ecosystem. Big data available from different sources like sensors has posed a great challenge for organizations. Business intelligence can be applied to customized operational efficiency and effectiveness. Synergy of these four technologies can be a business driver to overcome all the challenges.

Social media provides better interface, interaction and easy understanding about prospective employees. Affordable, Accessible Mobile users and apps have changed the business world. Analytics provides business intelligence and cloud is an easy to use modern hr management system.

Let us see how SMAC can be a facilitator of Employer branding by reinventing all hr process:

Research Findings:

This is descriptive paper content from research papers, company insights, survey reports, white papers have been referred to conclude the role of SMAC as a facilitator of employer branding for organization to be considered as an employer of choice. Extensive reading and exploring on Role of SMAC in Employer Branding from human capital management dimension has been done. Following points can be concluded based on the secondary study.

SMAC technology as an Employer Branding Strategic tool to be an Employer of Choice:

Acquisition, development, maintenance and deployment of talent are the four key components to be done meticulously by human capital professionals. All the tasks associated with the above four critical aspects can be done with the help of smac. Convergence of technology and human capital management is required to develop and promote employer branding. Technology coupled with talent and customized for transformation can do wonders for organizational agility viability and

sustainability. Nike Inc. utilized smac for talent acquisition in China. SMAC technology facilitates better human capital management. It can be utilized in the following manner:

1) Employer branding position an organization as a great place to work or as an employer of choice in the mind of prospective applicants. Social tools, mobile apps, cloud and analytics are very good and quick source of branding employers. Storytelling, blogging, frequent content updates for stakeholder engagement etc are being done to spread good word of mouth about an employer. It reduces cost and time of right positioning and promotion.

2) Employer branding principle motive is also to win the war for talent by attracting and selecting the best talent from the market. Attraction of the "best fit" applicants can be done with smac. Costly hiring and selection mistakes can be avoided by using these technological tools.

3) Digitization of business has derived the change for Job Analysis. Employers are required to redefine the Job description and job specification as per the current market demand. Like On line Content Writer for E Commerce organizations is a new job profile along with delivery boys and many others.

4) Rigorous time taking recruitment process invites dissatisfaction of prospective applicants which can be reduced by application of mobile hiring, e recruitment, hiring by facebook, linkedin, twitter etc.

5) Talent Management can be done by leveraging SMAC technology as millennial workforce is tech savvy. Engagement of digital natives who are job seekers can be done by posting significant information's about the organizations. Social has become a new business norm. Social Recruitment. Oracle HCM / Taleo helped Cognizant grow from less than 10,000 employees to over 160,000 employees worldwide.

6) Cloud-based Applicant tracking system (ATS) helps to identify, manage and onboard targeted job candidates and to smooth the process for candidates .The ATS functions as a Strategic repository and communication tool for Candidate relationship management (Cognizant 2016).It enables to interface with various sources of recruitments like job portals, hr consultants etc so chances of getting competent applicants get improved. Consequently it reduced time, cost and improves recruitment productivity.

7) Fake resumes are a big burden for corporate. SMAC helps in cyber vetting; employee's footprints can

be seen to check authenticity and credibility of employees. Applicant's friends, their comments, post reflects real picture about the employees.

8) Predictive and descriptive analytics helps in better decision making having high and long term business impact. It helps in all most all the task of human capital management better projection of manpower requirement can be done with the help of analytics. Demand and need forecast can also be studied accurately to meet organizational requirements and confront challenges.

9) Learning management system (LMS) can provide customized training solutions as per the organizational strategy. Single Sign on SSO framework are being utilized for learning and growth.IBM also promoted blended learning for stakeholders.

10) Employee engagement, enrichment and empowerment are critical for organizational success. Employee can be engaged enriched and empowered by strategic utilization of all these four technologies.
Key performance indicators can be evaluated quantitatively based on key responsibility areas for fair performance appraisal system. Google use algorithm for unbiased performance appraisal it can also be implemented by other organizations to reward and recognize the actual performer.

IV. CONCLUSION

Attraction and retention of the best fit talent provide competitive advantage to the organization. So current practices are required to be evaluated qualitatively and quantitavily then organizations can do intensive research from human capital management practices .Employer branding can be developed and promoted with the help of SMAC i.e social tool- SNS Social Networking sites, Mobile has the maximum reach and penetration; further analytics and cloud can help in predicting and adopting right practices. Implementation of SMAC technology can act as strategic tool for Developing and promoting employer branding which will be resulted into positioning employer as great place to work.

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