

An Impact of Employer Branding on Talent Acquisition in Banking Sector

Mr. Sai Balaji.S., BBA., MBA., Dr T. R. Kalai Lakshmi,

School of Management Studies, Sathyabama Institute of Science and Technology Chennai, Tamil Nadu, South India

Assistant Professor School of Management Studies, Sathyabama Institute of Science and Technology Chennai, Tamil Nadu, South India.

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ABSTRACT

The purpose of this study is to analyze how the employer branding comes as a savior for the talent acquisition, elaborating their effectiveness, and explaining some practical and managerial implications concerning these actions. Statistical analyses and empirical findings expressed here show that the attitudes and opinions of public sector organizations towards recruitment are considered a sub-function of an integrated HRM and can be seen as a valued technological improvement in the main critical activities of human resource management.

I. INTRODUCTION

Employer Branding establishes the identity of the firm as an employer. It encompasses the firm's values, systems, policies, and behaviors toward the objectives of attracting, motivating, and retaining the firm's current and potential employees. The talent acquisition process should be developed accordingly to the nature of the job and the talents of the candidates are measured how far they will be suitable for the job and satisfy the superior expectation. It is a process of searching for potential employees and stimulating and encouraging them to apply for jobs in an organization. In an organization, talent acquisition has been regarded as the most important function personnel administration because unless the right type of people is hired, even the best plans, organization charts and control system would not do much good.

1.1 INDUSTRY PROFILE

As per the Reserve Bank of India (RBI), India's banking sector is sufficiently capitalized and well-regulated. The financial and economic conditions in the country are far superior to any

other country in the world. Credit, market, and liquidity risk studies suggest that Indian banks are generally resilient and have withstood the global downturn well. Indian banking industry has recently witnessed the roll out of innovative banking models like payments and small finance banks. RBI's new measures may go a long way in helping the restructuring of the domestic banking industry. The digital payments system in India has evolved the most among 25 countries with India's Immediate Payment Service (IMPS) being the only system at level five in the Faster Payments Innovation Index (FPII). The Indian banking system consists of 12 public sector banks, 22 private sector banks, 46 foreign banks, 56 regional rural banks, 1485 urban cooperative banks and 96,000 rural cooperative banks in addition to cooperative credit institutions. As of September 2021, the total number of ATMs in India reached 213,145 out of which 47.5% are in rural and semi urban areas.

II. REVIEW OF LITERATURE

Anna (2010), the aim of her research is to determine whether the introduction of Talent acquisition has an impact on the process and underlying tasks, subtasks and activities of Talent acquisition. Three large organizations with well-established Talent acquisition were included in the study. The case studies were conducted in Denmark in 2008-2009 using qualitative research methods. The findings indicate that Talent acquisition had a noticeable effect on the overall Talent acquisition process in the studied organizations. The investigation revealed changes in the sequence, divisibility and repetitiveness of a number of tasks and subtasks. The new process design supported by information and communications technologies was identified and is presented in the paper. This process allowed recruiters in the study to perform

Talent acquisition tasks more efficiently. However, practitioners should be aware of the increasing demands of the quality of online communication with applicants, and with it the electronic communication skills of Talent acquisition professionals

Pavitra (2012), the only vital value for an enterprise is the experience, skills, innovativeness and insights of its people. Human resources are the key components in every organization. It represents total knowledge, talent, and attitude, creative ability, aptitude and belief of an individual involved in the affairs of an organization. Management of human resources is an integral part for every concern. It is associated with the people at work and their relationships within and outside the enterprise. Talent acquisition of efficient staff is one of the important activities as it generates the human capital for the concern. In the recent years, the field of human resource management has undergone numerous technological advancements. Internet has made an impact on the overall functioning of human resource department. HR processes and procedures have been supported by everything from complicated file-folder systems to automation, going from usage multiple systems and databases to a single version of the whole system. It has progressed with frequent innovations viz; Human Resource Information System, Virtual Human Resources and Electronic Human Resource Management (E-HRM) etc. E-HRM means conducting of business transactions by using internet along with other technologies. In other words, E-HRM is a way of implementing HRM strategies, policies and practices in an organization through a directed support of web technology based channels. It influences every area of human resource management. Talent acquisition refers to posting vacancies on the corporate website or on a Talent acquisition vendors' website. It allows applicants to send their resumes electronically through an email or in some other electronic format. The Talent acquisition methods and systems have helped to reduce much of the routine administrative tasks involved in Talent acquisition. The study tries to identify the overall concept of Talent acquisition. It aims at collecting information regarding methods viz; e-mails, corporate websites and commercial job boards etc. of Talent acquisition. It includes the general advantages and disadvantages of Talent acquisition.

Khalil Ghazzawi and AbeerAccoumeH (2014), People are at the core of every organization, they are integral part of any organization today.

Organizations cannot exist without staff to complete the production cycle. Therefore the organizations do not take their staff for granted. Choosing the right candidate at the right place has implications for an organization's goals. Employee well selected and well placed would not only contribute to the efficient running of the organization but offer significant potential for future replacement. The Talent acquisition strategy needs to be dynamic to let the organization grow. This research aims to help professionals in the HR departments and management to consider and improve how they recruit, develop and look after their staff. E-Management is one of the most challenges that organizations are facing in their businesses processes. Those processes are supported by the usage of electronic information system and applications. New technologies have been increasingly facilitated and speed up the communication and business process between the internal and external users. Talent acquisition considered as a part of e-HRM and defined as the implementation of Talent acquisition activates by involving the internet and using web solutions to operate and at the end it has the same goals of the traditional Talent acquisition. Talent acquisition is becoming more attractive for the employers and job seekers. Advantages and disadvantages of Talent acquisition system were determined by examining the overall process. Throughout this research we will identify the influential factors that affect the success of using Talent acquisition instead of traditional Talent acquisition and measure the effectiveness of each factor. The research is going to provide the organizations and HR members a wider vision how would they set up their Talent acquisition strategies and retain their employees.

Lakshmi (2015), Talent acquisition is the process of recruiting personnel with the use of technology and web based resources. The practice of Talent acquisition has made the process more efficient and effective. With the help of e- Talent acquisition the organizations can reach large number of workforce and can identify the skilled personnel easily. Also this process consumes time and cost. In short e-Talent acquisition paves the way for the success of organizations in this competitive. This paper aims to explore the efficiencies and deficiencies faced by the organizations of using Talent acquisition.

Prabjot Kaur (2015), the smartest business decision you can make is to hire qualified people. Bringing the right people on board saves you thousands, and your business will run smoothly and efficiently. The process of finding and hiring the

best-qualified candidate (from within or outside of an organization) for a job opening, in a timely and cost effective manner. The Talent acquisition process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee to the organization. Talent acquisition has come a long way since its inception. It is the latest trend in Talent acquisition process in this competitive globalized era. The success of every organisation depends upon a vital component that is human resource and Talent acquisition is crucial for success because it generates human capital. The traditional methods of Talent acquisition have been revolutionarized through the influence of internet. Many organizations have already implemented Talent acquisition processes for posting jobs and accepting resumes on internet and corresponding with applicants through e-mails. In this paper light will be thrown on the concept, benefits, problems and criteria for effective Talent acquisition. It also focuses on the recent trends and methods of Talent acquisition.

OBJECTIVES OF THE STUDY

Primary Objective:

To study the impact of employer branding on talent acquisition in banking sector

Secondary Objectives:

1. To study the employer branding used by the organization to attract potential candidates
2. To analyze the effectiveness of job boards used for sourcing candidates
3. To determine the quality of talent acquisition in an organization
4. To study the benefits derived out of the employer branding on talent acquisition process

III. RESEARCH METHODOLOGY

3.1 Research Design

Innovative research can be carried out to link different objectives laid to arrive at specific policy recommendations. The study was conducted depending upon the scope of research tools and assessment was linked to the policies, programs and procedures of Talent acquisition and selection followed at banking sector. A tailor questionnaire was prepared, and all the information was collected in person to avoid superficial answers that normally employees tend to give if their answers are negative. Therefore, for the purpose of studying the Talent acquisition, a small-scale survey was made using the information provided by the organization.

3.2 Sampling Design

Population

Population describes whole universe of the study. In this study the population is all the employees in the banking sector

Respondents

The target respondents for this study are the employees of banking sector

Sampling Method

Simple Random Sampling method is adopted to collect samples for questionnaire from respondents

Sample Size

Out from their many hundred employees, the sample size is restricted to 188 respondents

3.3 SOURCES OF DATA

Data are facts, figures, and other relevant materials, past and present, serving as bases for study and analysis.

Sources of data:

1. Primary Data
2. Secondary Data

Data Source

The sources of data are from two sources. The first data is primary data and if was collected through questionnaire and the secondary data was collected from magazines like Economic Times, e-journals, white papers, articles etc.

Primary Data:

The primary data are those, which are collected a fresh and for the first time for the collection as a primary data a sample survey method was used in the study.

Secondary Data:

The secondary data are those which have been already collected and analyzed by someone for its own use later the same data are used by the different agency. The secondary data collected by research books, articles, journals, magazines, Newspapers, etc.

3.4 STRUCTURE OF THE QUESTIONNAIRE

Questionnaire is the source of data collection. The questionnaire is prepared with suitable questions and distributed among the employees of the organization.

3.5 TOOLS FOR ANALYSIS

The following tests and statistical tools were used for the analysis of the data.

1. Percentage Analysis
2. Chi-Square Analysis
3. One way ANOVA
4. Correlation

3.6 LIMITATIONS OF THE STUDY

Respondents would be less interested in answering the questionnaire, as it is an interruption to their regular work. Primary data has been collected using questionnaire, which has the

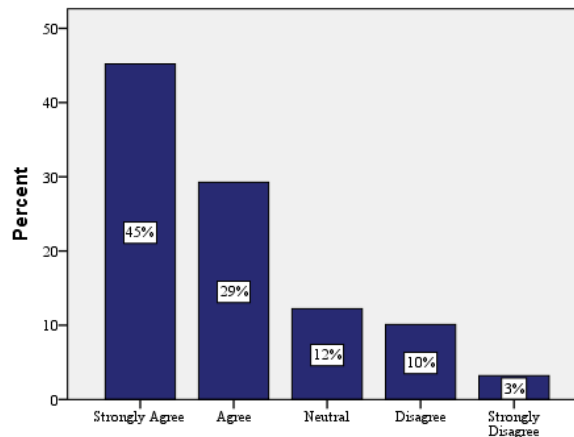
problem of respondents not giving information occasionally. The study was limited to Chennai region only, sample size was limited, and past data were not available.

IV. DATA ANALYSIS & INTERPRETATION

4.1 TALENT ACQUISITION BEST SERVES THE REQUISITION NEEDS IN AN ORGANIZATION

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
Strongly Agree	85	45.2
Agree	55	29.3
Neutral	23	12.2
Disagree	19	10.1
Strongly Disagree	6	3.2
TOTAL	188	100

CHART 1: TALENT ACQUISITION BEST SERVES THE REQUISITION NEEDS IN AN ORGANIZATION



Interpretation: 45% respondents strongly agree that talent acquisition best serves the recruitment need of the organization, 29% of them agree with this, 12% of the respondents are neutral towards this, 10% respondents disagree and rest 3% of them strongly disagree

Inference: Majority (45%) of the respondents strongly agree that talent acquisition best serves the requisition needs in an organization.

4.2 CHI-SQUARE TEST

Chi-Square between age of the respondents and their opinion on Recruitment an effective way to gather quality resumes than the old traditional method of gathering

To find the reliability of the collected data Chi-square test has to be conducted, required hypothesis is the null hypothesis

Null Hypothesis:

Ho = There is no dependency between age of the respondents and their opinion on Recruitment an effective way to gather quality resumes than the old traditional method of gathering

Alternate Hypothesis:

H₁ = There is a dependency between age of the respondents and their opinion on Recruitment an effective way to gather quality resumes than the old traditional method of gathering

			Effective					Total
			Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Age	Below 25 Years	Count	0	1	0	0	0	1
		Expected Count	.4	.3	.1	.1	.0	1.0
	25-35 Years	Count	36	26	20	10	3	95
		Expected Count	39.9	29.8	13.6	8.1	3.5	95.0
	35-45 Years	Count	39	18	7	4	0	68
		Expected Count	28.6	21.3	9.8	5.8	2.5	68.0
	45-50 Years	Count	4	13	0	2	3	22
		Expected Count	9.2	6.9	3.2	1.9	.8	22.0
	Above 50 Years	Count	0	1	0	0	1	2
		Expected Count	.8	.6	.3	.2	.1	2.0
	Total	Count	79	59	27	16	7	188
		Expected Count	79.0	59.0	27.0	16.0	7.0	188.0

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	45.103 ^a	16	.000134
Likelihood Ratio	40.766	16	.001
Linear-by-Linear Association	.044	1	.833
N of Valid Cases	188		

a. 15 cells (60.0%) have expected count less than 5. The minimum expected count is .04.

Interpretation: Chi square value of χ (16) 45.103. Significance 0.000134 at 5% level of significance, table value 45.103 is > 0.000134 and the accepted hypothesis is Null Hypothesis. Hence there is no significant relationship between age of the respondents and opinion on Recruitment an effective way to gather quality resumes than the old traditional method of gathering.

4.3 ONE WAY ANOVA TEST

Hypothesis set between qualification of the respondents and their opinion on posting of jobs online as cost saving activity for the organization instead of advertising in the newspaper

Null Hypothesis:

$H_0 =$ There is no statistically significant relationship between qualification of the respondents and their opinion on posting of jobs online as cost saving activity for the organization instead of advertising in the newspaper

Alternate Hypothesis:

$H_1 =$ There is a statistically significant relationship between qualification of the respondents and their opinion on posting of jobs online as cost saving activity for the organization instead of advertising in the newspaper

Descriptives								
Utilization								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Non Graduate	2	1.50	.707	.500	-4.85	7.85	1	2
Diploma	164	1.99	1.110	.087	1.82	2.17	1	5
Graduate	18	1.94	1.162	.274	1.37	2.52	1	5
Post Graduate	4	1.25	.500	.250	.45	2.05	1	2
Total	188	1.97	1.104	.080	1.81	2.13	1	5

ANOVA					
Posting					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.620	3	.873	.714	.545
Within Groups	225.188	184	1.224		
Total	227.809	187			

Interpretation: This is the table that shows the output of the ANOVA analysis, and we have no statistically significant difference between our group means. We can see that the significance level is 0.545 ($p = .545$), which is more than 0.05, therefore, there is no statistically significant relationship between qualification of the respondents and their opinion on posting of jobs

online as cost saving activity for the organization instead of advertising in the newspaper.

4.4 CORRELATION CO-EFFICIENT

A Pearson product-moment correlation was run to determine the relationship between experience of the respondents and their opinion on applying through job portals and social networking sites is more accessible to the candidates

Correlations			
		Experience	Social
Experience	Pearson Correlation	1	-.159*
	Sig. (2-tailed)		.029
	N	188	188
Social	Pearson Correlation	-.159*	1
	Sig. (2-tailed)	.029	
	N	188	188

*. Correlation is significant at the 0.05 level (2-tailed).

INTERPRETATION

The data showed a violation of normality, linearity or homoscedasticity. There was a negative correlation between experience of the respondents and their opinion on applying through job portals and social networking sites is more accessible to the candidates, which was not statistically significant ($r = -0.159$, $n = 188$, $p = 1$). The Pearson correlation coefficient, r , is -0.159 and that is not statistically significant.

V. FINDINGS AND SUGGESTIONS

5.1 Findings

- Majority (51%) of the respondents are aged between 25-35 years
- Majority (97%) of the respondents are male
- Majority (87%) of the respondents are graduates.
- Majority (48%) of the respondents earn 15,000-30,000

- Majority (49%) of the respondents have less than 1 year of work experience.
- Majority (45%) of the respondents strongly agree that recruitment plays an important role in the success of an organization
- Majority (45%) of the respondents strongly agree that recruitment best serves the requisition needs of an organization
- Majority (38%) of the respondents recommend Naukri as their preferred job portal

5.2 Conclusion

From the study we understand that recruiters rely on the talent acquisition process, since it is time and energy saving, instead of conventional recruitment. Talent acquisition bridges a gap that always exists between employers and job seekers. Talent acquisition provides a wider scope of opportunities and choices for both candidates and employers.

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