Employer branding Dimension through social Network Analysis

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ABSTRACT--*Employer Branding is an evolving concept where an employer – any kind of organisation, is promoted as an employer of choice. The benefits that employees reap by being a part of an organisation forms employer branding. We contend that when representatives use Information Technology to share and access business-related encounters forthrightly across the organisations or various firms, their desires and appraisals of work environments change. We have gathered 1000 reviews about 10 of the worthiest and 10 of the least worthy businesses according to Great Place to Work from Glassdoor (an online publicly supported manager marking stage). Utilizing the text2data API to dissect the information, we used algorithm to synthesis key words that have an impact on the employer brand. we recognize propositions, marking offers that current, previous, and potential representatives care about when they by and large assess managers. These kry themed evolved out of our analysis includes (1) social components of work, (2) Compensation and other benefits, (3) the degree to which abilities can be applied in significant manners, (4) Supportive Management, (5) Career Development & Learning Opportunities, (6) Autonomy & feedback (7) work/life balance. We explain that these worth suggestions don't make a difference to a similar degree and show how their relative valences and loads contrast across associations, particularly if organizations are viewed as especially positive or negative work environments. From these findings, we show how managers can utilize publicly supported boss marking insight to get incredible work environments that draw in profoundly qualified representatives.*

Keywords— *Employer branding Dimension through social Network Analysis*

I. INTRODUCTION

Organizations consistently contemplate about what their workers think and disclose about them. This integrated opinions shape not just the faithfulness, commitment, and retention of existing employees, but also show cases additionally how firms are seen openly and how they can attract new talent. In such manner, firms both can gain insights from the informal exchange of their workers. Recently, developed innovations have carried these business stories to the fore and shed a more brilliant light on employer branding .. The practice of revealing their experience in workplace through online forums have everlasting impact on the perceived image about a particular firms in the minds of prospective employees across several industries. With the emergence of online review sites , former as well as employees gets an avenue to share their experiences that are both positive and negative in nature about their organization. These reviews posted in online sites are becoming increasingly popular among potential job seekers and have a significant impact on reputation of a firm and in employer attractiveness.

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A firm having a greater degree of employer brand image will have an high offer and acceptance ratio. These websites furnished information which is easily available in public domain greatly benefits active job seekers who wish to have an insight about various employers. However, it also poses an inherent risk that unhappy employees might present an exaggerated account of negative aspects or may post fabricated incidents tarnishing the image of good business houses as terrible places to carry out a job. To thwart the possible spread of rumors and nonvalidated data, social network platforms are created by various companies. Social networks platforms can be used to invite current and former employees of various organizations (otherwise called as crowdsourced as defined by Kietzmann,(2017), to volunteer upon their work-related experiences. The strength of these crowdsourced platforms lies in their vast numbers as they could attract numerous employees. An extensive set of positive reviews about an organization can effectively nullify the voices of a few disgruntled employees from the same company, Dabrian et al. (2016) and vice versa. A successful crowdsourced employer review forum or social network will help potential applicants to distinguish between good and bad employers clearly. The openness embedded in these social networks also acts as an eyeopener to various firms to relook into their practices and employer brand value proposition.

Inertia to act on these reviews by current and former staff members will make them lose the topmost of available talent in the job market to their competitors. To summarize, the field of employer branding is witnessing many changes in recent years. This change indicates that firms should put into significant resources to learn about the crowds sourced employer branding. Any effort put on for understanding the crowdsourced platform-based employer branding will help them to have insights upon current or potential applicants' expectations about their workplace (Berthon, Ewing, & Hah, 2005). Forthcoming sessions will be narrating upon the theoretical background of our study, a short review about employer branding, and crowdsourcing. This will be followed by a discussion on employment attributes and expectations discussed by employees on crowdsourced platforms. A significant aspect of this study is to decide upon the organizations that have to be analyzed, decide upon the crowdsourced employer branding platform that has to be accessed for reviews on organizations. In our attempt to have a perfect criteria based solution, we have decided to consider data from Glassdoor.com.This is a website which hosts anonymous reviews by former and current employees from the various organization about their workplace. In the penultimate section, we have tried to visualize the stories received from Glassdoor and to provide sense to data we scraped from Glassdoor.com. We present the significant findings, limitations, and scope for future work in the final part of our study.

II.   THEORETICAL BACKGROUND ONLINE EMPLOYERS BRANDING

Employer branding refers to an organization's competency to distinguish and communicate its unique value proposition to a distinct group of prospective applicants whom they are interested in recruiting (Lloyd, 2002). This explanation provides the feel that any firm will gain a leverage out of its employer branding activities, when such activities are able to create a positive image about a a firm in the minds of its existing employees as well as future job applicants in the external market(Minchington, 2010). Administrative experts opine that a great workplace does not evolve out of chance or luck but by careful design of strategic initiatives that are aimed at attracting, maintaining, and also in engaging, top-quality talent. Ultimately the employer brand refers to the

reputation of a firm as a employer , who can provides a desirable place of work to its current and future employees((Barrow & Mosley, 2011) . However the harsh reality is that Firm cannot manipulate its employer brand and is formed upon the basis of experiences of its own existing and previous employees. The brand impact of an employer is a function of alignment between the intended employer brand image and experience of its employee concerning the company culture and value system prevailing in it. A higher match between expectations and people management practices followed will boost the employer's brand image.

Many changes have happened ever since the word employer branding got coined by Ambler and Barrow in 1996. Though the then-brand-new Information technology platforms facilitated effective interaction between people, the websites were more of static nature and mainly employed for advertising and tom-tomming about their practices. With the emergence of XML, more vibrant and interactive web forums got developed. Widely referred to O'Reilly, 2007), the user-friendly based coding platform enabled people to seamlessly host their contents and share it with the whole world. The net result was the whole internet going social. Social Media platforms and mobile applications started dominating the web-based world. (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011). People started considering the viewpoints from totally unknown people and started believing upon the peer reviews posted in online forums and sites while making purchase decisions, even for books from Amazon, hotels from TripAdvisor, and movies (IMDB). Carrying out of reviews on everything around them has become a routine practice among educated and tech-savvy consumers. Over some time, people have started discussing the organizations they work for in online forums, channels and platforms such as LinkedIn (2003) Facebook (2004), YouTube (2005), people tend to share experiences upon their work which have resulted in a digital word of mouth platform about various employer brands. The discussion was on the alignment of expectations with organizational hr practices, the employee value proposition offered to the staff, and their role as employers (Ventura, 2013). These discussions over social networks and online forums have a considerable influence on employer attractiveness and in the ability to attract and retain talented employees. These changes that occurred in information technology space and employee interactions lead to a rise in several questions in connection with employer branding. This can be listed below:

What are all the areas that managers should focus on in the war for talent. ? What are all the aspects that get more focus on discussion on online forums? What measures could be taken to analyze and manage the information available in the crowdsourced platform? The researchers have decided to use contents available in the crowdsourced platform Glassdoor. The next session gives a brief overview of Glassdoor

III.   AN OVERVIEW OF GLASSDOOR: THE CROWDSOURCED BRANDING PLATFORM

Glassdoor is a crowdsourcing platform that got established in 2008. The website invites anonymous contributors to share their workplace experiences, usually current and former staff are encouraged to post their reviews on the website. Glassdoor focuses on providing information on the salary and benefits, interviews, and general outlook on Firm. Glassdoor does have many competitors but who focus on dispersed geographical areas (e.g., RateMyEmployer/Canada, Jobines/Asia, JobAdvisor/Australia, TheJobCrowd/U.K., Kununu/ Europe).

Glassdoor comments global leadership position in this domain with a 30 million-strong subscriber base spread across 190 countries and with approximately over 10 million reviews about more than five hundred thousand corporates. Glassdoor was rated as the most trusted crowdsourced corporate and CEO review site in the year of 2016

The reviewers are requested to rate the employment-related attributes on a five-point Likert scale (1 star as worse and five stars as excellent). The variables that are asked to be rated comprise an overall rating, career advancement opportunities, Compensation & other benefits, job, senior management, firm culture, and value proposition. The Glassdoor further has provision for employees to comment about the pros and cons of their jobs and also provides an advise box for its management. Glassdoors also have a provision where an employee can rate their CEO on a three-point scale(Positive, neutral, or negative). Further the site also post a question that whether they will recommend the organization to someone in their friendship network

IV.   METHODOLOGY

In our attempt to understand the employment-related variables. We have shortlisted the top ten firms and the last ten firms that find a place from India from the Great place to work for survey India- 2019. These extreme variations are used to represent employer attractiveness (Dabrian et al. 2016). These firms are from a wide variety of Industries and were mostly operating in multiple countries. The list of firms considered for the study is appended in Annexure. The researchers scraped the data from Glassdoor and these review comments

The total review was almost 5000 plus in number. It is at these we explored the probability of utilizing the power of Natural language (NLP) to make sense of these reviews and to identify the critical elements of employer branding. We have deployed a Natural Language Processing(from now on called as NLP) API named *Text2Data* to visualize a better Picture. This NLP is designed to process verbal phrases and statements (Demirkan & Delen, 2013). The accuracy of an NLP based API was improved through many thousands of hours of trial hours, and the models were trained to detect sentiments. These NLP based algorithms provide enormous value in the area of content analysis. They are capable of processing and extracting information from both structured as well as unstructured data. The analysis of content was based on the speech, verbs, and adjectives used by employees to narrate about their workplace. Further, the sentiments denoting both negative and positive phrases are also identified. To summarise, every sentence is broken into microcapsules of information and is represented as a tree structure and in order to obtain a final score, probabilistic models are deployed.

V.   FINDINGS

1)   The content analysis using Natural Language Programme is in line with the dimension proposed by Ambler and Barrow (1996), namely functional, psychological, and economical in nature. Our work in these area has uncovered the following dimensions 1. social components of work, (2) Compensation and other benefits, (3) the degree to which abilities can be applied in significant manners, (4) Supportive Management, (5) Career Development & Learning Opportunities, (6) Autonomy & feedback (7) work/life balance. Most of these can be categorized under five value propositions put forward by Berthon et al. (2005). These are the employment-related attributes that are considered by employees while doing their reviews on a crowdsourced platform. In other words,

these elements are determinant, which makes it a great place or worst place to work. A word cloud Analysis indicates some of these dimensions (Figure -1)

Figure 1: Employer Brand Dimension – Indicative

Table 1: List of Best 10 Organizations (Ranking 1-10), coming under Great Places to Work Rankings 2019.

Year	Rank	Organisation
2019	**01**	**SAP Labs India Pvt Ltd**
	02	**Intuit India**
	03	**DHL Express (India) Pvt Ltd.**
	04	**Tata Power Delhi Distribution Ltd**
	05	**Music Broadcast Ltd**
	06	**Ujjivan Small Finance Bank**
	07	**Adobe Inc.**
	08	**Mahindra & Mahindra Financial Services Ltd.**
	09	**Indus Towers Ltd**
	10	**BMC Software India Pvt Ltd**

VI.   SOCIAL VALUE

Social value dimensions are mainly emotional. Social value aspects deal about the collegial workplace and conducive work atmosphere; it also emphasizes the need for having an excellent organizational environment, These can be viewed in the following word cloud depicted above, and the one illustrated below. A good environment and good colleagues result in positive sentiment.

Figure 2: Illustrative example from the analysis -Social Value (Tata Starbucks)

Table 2: List of Best 10 Organisations (Ranking 91-100), coming under Great Places to Work Rankings
2019.

Year	Rank	Organisation
2019	**91**	**Metro Cash & Carry India Pvt Ltd**
	92	**ADP Pvt Ltd**
	93	**Teleperformance India**
	94	**JK Paper Ltd**
	95	**MetLife Global Operations Support Centre Pvt Ltd**
	96	**Ericsson India**
	97	**Ingersoll- Rand Technologies and Service Private Ltd**
	98	**VIP Industries Ltd**
	99	**Power Grid Corporation of India**
	100	**TATA Starbucks Pvt Ltd**

The. Interest value elements-discuss upon the characteristics of the job , where innovation and novelty in thinking are encouraged. The higher the scope for bringing in innovation, the more will be the reputation.

Similarly, the cloud analysis and analysis of sentiments put together showcases the following dimensions

The Application Value aspects are substantiated by reviews from Glassdoor, where employees express their urge to apply or practice the skill acquired by them. These include developing products and services which can provide value to customers

Figure 3: Employer   Brand (developmental value)

Development Value: Every employee yearns for recognition and looks for opportunities for development. The developmental value discuss upon the recognition employees receive and opportunities provided by the employer for career advancement

Economic Value: The review comments highlight that good salary and benefits are a significant factor that motivates employees and gives a massive advantage in the employer branding market. The economic value not only comprises of Compensation but intangible elements like job security and health care benefits also play a crucial role

Figure 4:   Employer Brand Value (Managerial support and Work-Life Balance)

Apart from the above dimensions, the two other dimensions are supported by Managers and work-life balance. The impact of supportive and friendly managers, as discussed by Dabrian et al. (2016). Managers who can motivate their team members and mentor them provides lifetime experiences to subordinates and are veneered with affection and loyalty. In the process, they also add value to their organization. Work-life balance is another aspect that modern-day employees are looking into as a crucial job attribute. Employees feel proud to be associated with

organizations that provide work-life balance. A proper work-life balance helps them to balance them in their other roles, namely parent, friend, or life partner   (Carroll & Levy, 2010).

VII.   DISCUSSION

Our study aimed at investigating the revelations made by present, past employees, and attributes that they care about. The content analysis made by us with the help of natural language processors revealed that the people pay attention to seven dimensions illustrated above. Further it also helped us to bolster the previous studies that five branding propositions are equally important (Berthon et al. (2005)). The study also helped us to understand these dimensions play a crucial role while praising as well as complaining about the organizations they work . The crowdsourced employer branding platforms presents unlimited opportunities for firms to build their brand and attract potential applicants.

Further, it helps the HR managers and policymakers to have more significant insights into employee opinions about the company and its people management policies. The firms that focus on these inputs will have the first-mover advantage as they can design their employee value proposition to match employee expectations. Today's firms not only focus on their brand image but also keeps a keen watch on their competitor's employer branding initiatives. This exercise helps them to improve their value proposition and can help them to attain top slots in high places to work for. Therefore firms are going to monitor competitors' branding strategies to come out with relevant competitive measures.

VIII.   CONCLUSION

Our work helped in understanding the elements of crowdsourced employer branding. We have identified seven propositions that add value to employer branding, namely, social, interest, application, development, economic, management, and work/ life balance. These dimensions or values are of pivotal importance in job offer acceptance decisions and in attracting new role incumbents .our article is an eyeopener to managers as well as the organization who have not yet focused on crowdsourced employer branding platforms. However, our article does not provide specific guidelines for improving employer value proposition or the degree to which these seven dimensions can impact the employer brand image. For our study purpose, we have considered only large multinational corporations; it will be interesting to carry out a similar study among small and medium firms. Future studies can be on areas such as factors that motivate employees to provide reviews on an online employer branding platform. A study on such lines will add tremendous value to managers of firms who have a small number of reviews in the crowdsourced platform. Similarly, a study on the impact of discrepant job reviews on application intention can also be carried out. We conclude with an optimistic thought that our article will pave motivation to future researchers to come out with research studies that add value to our understanding to crowdsource based employer branding

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