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**EMPLOYER BRANDING AND CORPORATE REPUTATION- A RESOURCE BASED VIEW**

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**ABSTRACT**

Employer branding is becoming a progressively significant area for research and practice. Globally, organizations recognize the need to have a compelling employer brand that differentially effects the conception and sustenance of its competitive advantage generating favourable corporate reputation. The employees of an organization are the leading creators of its employer brand. With increasing presence of social media, they are ever more capable of influencing their employer's reputation. This paper reviews, re-conceptualizes the relevant constructs more comprehensively and principally contributes to the extant literature through proposing a theoretical model of employer branding (taking an inside-out approach) and corporate reputation contributing to the Resource Based View (RBV).

It involved a broader inter-disciplinary meta-analysis connecting Employer Branding, Social Media, Generation Y and Corporate Reputation identified using structured keyword search on three of the major research databases namely EBSCO, ProQuest and Google Scholar. The existing literature divulges the likely impact of employer branding on corporate reputation. Further, it points out towards the probable moderating role played by usage of social media, level of employee brand advocacy and level of employee brand advocacy through social media in strengthening the likely positive causal relationship between the two. The proposed model outlines the confounding variables of the study. The paper attempts to provide insights into further research directions.

Keywords: Employer Branding, Internal Employer Branding, Corporate Reputation, Social Media, Employee Brand Advocacy, Generation Y, Resource Based View

**INTRODUCTION**

Talent is the key to organizational growth (Mandhanya & Shah, 2010; Shah, 2011). It can become strategic resource causing sustainable competitive advantages (Della Corte, Mangia, Micera, & Zamparelli, 2011). Today managers must not compete just for product markets or technical expertise, but for the hearts and minds of talented people (Bartlett & Ghoshal, 2013). The immense competition in the talent market (Chhabra & Mishra, 2008; Kapoor, 2010), intensifying global shortage of talent (Naim, 2014) driven by the ageing population, new forms of international mobility of workers (Farndale, Scullion, & Sparrow, 2010), technological advances and increase in culture diversity in organizations (Namdeo & Ghai, 2012) have prompted employers to pursue more sophisticated means to align their people strategy and the company brand to sculpt differentiation in the talent market (Francis & Reddington, 2012). They use brand as a beacon to stimulate their current employees and allow them to act as efficient brand ambassadors (Gromark & Melin, 2011) in the eyes of varied groups of stakeholders.

The emergence of social revolution, due to internet, is generating new avenues for personnel marketing managers to engage with their audience (Laick & Dean, 2011). The mounting popularity of social

networking websites such as Facebook, Twitter and LinkedIn are compelling organizations to recognize the potential it offers in attracting today's Generation Y workforce (Dutta, 2014).

Thus, the present employees of an organization need to internalize the brand values to consistently deliver the brand promise during virtual and/or real moments of truth between the company and its stakeholders including the potential (active and passive) talent, customers, investors, vendors and community.

## LITERATURE REVIEW AND THEORETICAL INTERACTIONS

**EMPLOYER BRANDING:** Employer branding is an interdisciplinary subject borrowed from marketing (Della Corte et. al, 2011). It has brought a new paradigm connecting human resources, marketing and internal communications (Kapoor, 2010). It is considered as a relatively new discipline and one is far from reaching the roots of employer branding even today (Pingle & Sharma, 2013) particularly the linkage between employer brand and consumer marketing communication methods (Namdeo & Ghai, 2012).

Organizations need to constantly negotiate the employer brand with current employees and prospective employees (Kryger Aggerholm, Esmann Andersen, & Thomsen, 2011). It is a fast evolving potential means to communicate with them that the value proposition of the present employer supersedes the contenders (Priyadarshi, 2011). Strong employer brand through the attraction and retention of talented employees helps an organization to gain competitive advantage (Sharma, 2014). Aligning internal belief about the firm and external brand messages is a significant determinant of employee based brand equity (Wilden, Gudergan, & Lings, 2010).

There are various approaches to build an employer brand. Some organizations focus on creating visibility for their companies in the target talent markets taking an "outside-in" approach. While others create powerful branding internally through employee experience and turn their employees into brand advocates using an "inside-out" approach (Shah, 2011).

**OUTSIDE-IN APPROACH TO EMPLOYER BRANDING:** Employment branding uses some of the management tools as marketing research, public relations, and advertising to craft the desired image of the company in the minds of the prospective employees (Roy, 2008) to attract both active and passive aspirants to an organization for current and future job opportunities (Dutta, 2014). The way job seekers are treated during recruitment process can influence their organizational perceptions (Walker et al., 2012). The extent to which they believe that the firm has the desired employee related characteristics in context to the relative importance they place on those attributes determines its attractiveness (Nolan & Harold, 2010; Shah, 2011). There exists a direct relationship between employer branding and organizational attractiveness (Yaqub & Khan, 2011; Bondarouk, Ruël, & Weekhout, 2012; Robertson & Khatibi, 2013).

The product brands (Bondarouk et al., 2012) and corporate brands have a significant influence on how potential employees perceive the company as a prospective employer requiring alignment among various brands an organization offers (Wilden et al., 2010). Employer desirability depends on 'being in the right industries' particularly if aspirants have little knowledge of the firm or low involvement with respect to employer selection (Burmam, Schaefer, & Maloney, 2008). The applicant's involvement increases soft factors, while reducing the effect of payment on job choice (Baum & Kabst, 2013). People seek environments where they can utilize their skills and abilities effectively and express their personal values and attitudes (Sedighi & Loosemore, 2012).

In a study exploring application intentions among business school undergraduates, Agrawal and Swaroop (2009) found that attitudes of students towards the organization, 'responsibility and empowerment',

'compensation and social factors' are likely to impact the job seekers to apply for a job. Prior work experience significantly interacts with the responsibility and empowerment dimension of the perceived job attributes while Pingle and Sharma (2013) found 'Learning & Development Value' and 'Recognition' to be the most preferred factors by business school students.

**INSIDE-OUT APPROACH TO EMPLOYER BRANDING:** The concept of internal marketing argues that the employees are the first market of any organization whereby they are the internal customers and jobs are internal products (Roy 2008). Organizations have realized that valued employees are like lucrative customers. (Kapoor, 2010). Thus, examining employer branding through external branding efforts and processes only, is both limiting and misleading. Rather, it should also be explored from the perspective of internal branding processes (Oladipo, Iyemabo, & Otubanjo, 2013). Through internal branding strategy, organizations encourage all their employees to become involved in the nurturing of their brands through their engagement (Ozcelik, 2015). While external branding is essential to disseminate the message in the talent market, these efforts are valuable and sizeable in the long run only if it is effectively legitimized by internal branding. Smart candidates do their due diligence by communicating with existing employees. External branding soon loses its shine in absence of internal branding build on positive employees' experiences (Shah, 2011).

Employer branding has been advocated as an effective strategy for encouraging employees to live the brand. However, previous research has inclined to focus on recruitment (Maxwell & Knox, 2009). The potential employee's decision to apply for a job is made with inadequate amount of information; hence, perceptions of the typical colleague might be likely to influence organizational attraction especially in industries where the public has ample exposure to employees at work (Devendorf & High house, 2008). Thus, employer branding can only generate the desired behaviours if it is considered attractive by existing employees (Maxwell & Knox, 2009) resulting in their psychological attachment to the brand, motivating them to exert additional effort towards realizing the brand goals (Raj & Jyothi, 2011). Internal branding cannot be forced on employees rather, they have to thoroughly believe in the higher vision of brand, that goes beyond the product or service being sold (Asha & Jyothi, 2013).

Employer brand as a generalized recognition for being celebrated among key stakeholders (Pingle & Sharma, 2013) for providing a high quality employment experience, and a unique organizational identity which employees value, engage with, feel confident and happy to promote to others (Martin, Gollan, & Grigg, 2011; Sehgal & Malati, 2013). Brand values support to convey brand-reinforcing behaviours to employees, allowing them to bring the brand message to life (Wallace, Buil, & de Chernatony, 2013).

The results of employer brand research about prospective employees may not be generalizable to existing employees as they tend to perceive employer brand of a firm in different ways and value diverse characteristics (Maxwell & Knox, 2009). Thus, when researching employer brand attractiveness and its influence on employees' behaviour, it may be suitable to adopt a broader perspective that involves organizational success, product or service and construed external image of stakeholder groups as being attractive (Maxwell & Knox, 2009; Kapoor, 2010; Wilden et al., 2010). Further, particular attributes that makes an organization's employer brand appealing to its current employees are different for each organization. Consequently, organizations need to determine and link these specific attributes to their own identity in order to engage their existing employees (Maxwell & Knox, 2009).

Exploring the employer brand image of from the perspective of existing employees, Priyadarshi (2011) found that organizational fame and flexibility was related to job satisfaction of the employees. Biswas and Suar (2013) conducted a study to examine the comparative significance of different aspects of employer branding addressing values of different groups of individuals with relatively higher representation of

current employees in sample than prospective employees. They found that social, interest, developmental and economic values, in order of priority, affect the employer brand.

Thus, it may be inferred that employer branding, taking an inside-out approach, is likely to assist in building an authentic and sustainable employer brand identity. If the employer brand is perceived and believed to be attractive by existing employees, it is likely to encourage them to internalize the organization specific brand values and generate willingness in them to personify this distinct employer brand while interacting with several groups of stakeholders.

**CORPORATE REPUTATION, EMPLOYER BRANDING AND EMPLOYEES' BRAND ADVOCACY:** Corporate reputation has gained a lot of prominence among academicians and business practitioners in recent decades (Alniacik, Cigerim, Akcin, & Bayram, 2011; Fombrun et al., 2013). It is a multi-dimensional construct (Mahon & Wartick, 2012) that plays a definite role in meeting the expectations of multiple stakeholders in today's highly competitive market (Maden, Arıkan, Telci, & Kantur, 2012). A favourable reputation may attract talented workers, generous investors and affluent customers (Alniacik et al., 2011). Stakeholders review the brand by considering the degree to which it delivers the brand promise. They assess the brand's personality in relation to their expectations and requirements (Abratt & Kleyn, 2012). Corporate branding has embarked upon a new philosophy of securing stakeholder favourability. Organizations are recognizing the significance of corporate branding in building favourable image and reputation (Kazi, 2009). The employer brand is consistent with the corporate brand but there are two differences. First, the employer brand characterizes an organization's identity as an employer. Second, it is directed at both external and internal audiences whereas corporate branding efforts are predominantly directed towards external audience (Tüzüner & Yüksel, 2009). There is a distinct difference between the goals of the corporate brand and the employer brand which are often seen as overlapping (Robertson & Khatibi, 2012). Brand as socially created object generates meaning not only for consumers but also for employees but in distinctly different ways. It builds value for customers and employees as well (Berger-Remy & Michel, 2015).

Organizational reputation is not only about product market perceptions, advertising and external communication. Corporates have often realized that their reputations have been seriously ruined when questions regarding the way they manage their employment relationships are raised (Selvaraj & Joseph, 2014). Successful employee branding process will decrease employee turnover, improve employee satisfaction resulting in creating higher level of customer satisfaction and loyalty, and a favourable reputation among stakeholders. Employee branding is considerably significant than other branding at present when it comes to the question of building imprints in the minds of customers (Tat, Han, Chin, & Rasli, 2015). Employees are critical to corporate brand building as they are the public face of any company. Consumers want themselves to be associated with people representing organizations and not just organizations (Kazi, 2009).

Employees today opt for reputable companies to work. Employer brand may considerably impact the decision of employees to join and remain in an organization. (Sokro, 2012). An employer brand communicates the organization's value proposition (Kalyankar, Mathur, & Bakshi, 2014), that inspires the employees to share goals to realize success, profitability, and satisfaction both externally and internally (Roy, 2008). It assists in bonding different components of the organization to ensure the employees' commitment, loyalty, satisfaction and advocacy (Gaddam, 2008).

The creation of an organization's brand is prominently shifting from the marketers into the hands of its employees. Prompted by social media, employees are ever more capable of creating or destroying their employer's reputation. They are the only ones who can shape corporate reputation (Erb, 2011).

Hence, the review of literature suggests that employer branding is likely to have a considerable positive impact on corporate reputation among stakeholders. The relevant groups of external stakeholders to employer branding includes potential employees and consumers. Further, the level of brand advocacy by present employees is likely to play a critical moderating role in enhancing the strength of relationship existing between employer branding and corporate reputation.

**SOCIAL MEDIA, EMPLOYER BRANDING, and CORPORATE REPUTATION AND EMPLOYEES' BRAND ADVOCACY:** Global organizations are struggling today to comprehend how social media impacts their brand (Booth & Matic, 2011). With the increasing interaction of the present generation on social media sites, organizations are waking up to the potential of leveraging these channels to shape their brand images (Dutta, 2014). Social media industry is virtually unstoppable due to instant reach worldwide to target audiences (Kesavan, Bernacchi, & Mascarenhas, 2013). The influence of internet-based social networking sites on the talent market is yet to be examined (Martensen, Borgmann, & Bick, 2011). The organizations can significantly leverage the power of social media to communicate and establish captivating employer brand (Sehgal & Malati, 2013; Dutta, 2014).

Web 2.0 is used by organizations to build employer branding, create new relationships with potential applicants and reputation (Girard & Fallery, 2010; Dutta, 2014). Social media is the product of internet-based applications that build on the technological foundations of Web 2.0 (Berthon, Pitt, Plangger, & Shapiro, 2012). It is user-centered (Girard & Fallery, 2010) diluting the circle of influence and control of organization placing higher levels of control on the interfacing individuals (Hoffman & Fodor, 2010). Web 2.0 tools encourage greater collaboration facilitating customers, employees and prospective employees a greater voice. It assists them to learn about each other, share their knowledge and experiences (Martin, Reddington, Kneafsey, & Sloman, 2008). The truly great employers will capitalize on Web 2.0 to further strengthen their sustainable competitive advantage (Laick & Dean, 2011). Web 2.0 based tools and techniques such as blogs, microblogs, identity management websites, online social networks as Facebook and Twitter, RSS feeds (Real Simple Syndication), corporate intranets and video platforms can be used to interest and induct suitable talent (Girard & Fallery, 2010; Laick & Dean, 2011; Namdeo & Ghai, 2012; Dutta, 2014). Corporate web-sites and Social Networking Sites have recently gained in popularity for promoting an organization's employer brand (Bondarouk et al., 2012). Further, the Generation Y also referred as Net Generation or Virtual Generation is entering the workplace and organizations cannot overlook this phenomenon (Girard & Fallery, 2010).

The reach, user-driven potential and flexibility of social media make them particularly suitable for networking (Susanne Johansen, & Ellerup Nielsen, 2011). The website content and website stylistic features have differential effects on job seekers' fit perceptions, which in turn influence organizational attraction (Chen, Lin, & Chen, 2012). Social media users turn to blogs for in-depth information while prefer other types of social media such as Facebook to engage in relationships (Kang, 2010).

Organizations should carefully manage their communications throughout the recruitment process (Walker et al., 2012). Due to divergent fit perceptions the same recruitment message can have both persuasive and dissuasive effects on people (Phillips, Gully, McCarthy, Castellano, & Kim, 2014). The social media emerges as a rich interactive network for contextualizing and personalizing the interaction at an individual level. Apart from content, the manner in which information is disseminated in the social media becomes important (Dutta, 2014). The targeted and personalized engagement with the candidates results in greater candidate loyalty towards organization resulting in competitive advantage (Doherty, 2010).

Organization needs to identify and understand the value proposition for the talent pool before developing the social media strategy by placing adequate emphasis on what an organization's employee value proposition is (Dutta, 2014). A contemporary study indicated that of the 35 percent of the

employers use social media for recruitment, 21 percent use it to recruit and research potential employees, while 18 percent use it to strengthen their employment brands (Gunderson Hunt, 2010). Social media can be leveraged for active and passive recruitment both, but more prominently for passive recruitment (Dutta, 2014). The growth of online social networks can generate a decentralization of recruitment responsibilities to employees (Girard & Fallery, 2010).

Many organizations have initiated using social media tools internally to communicate with their employees. However, many of them have either stayed away from using social media tools internally or failed to realize their beneficial outcomes (Vuori, 2012). Internal social media, to reap benefits, must first focus on the development of emotional capital with its employees. It can be built by the actions of executives who use social media within their employees' communities. It allows employees to willingly identify themselves with their organization. Employees join communities to experience pride, authenticity, attachment and fun. Social media tools can assist executives to build emotional capital more effectively (Huy & Shipilov, 2012).

Exploring the impact of social media on internal communications, Huang, Baptista, & Galliers (2013) adopted an interpretive, multiple case study approach in three multinational organizations in the telecommunications industry. Their findings revealed that social media enables and facilitates the shaping of organizational rhetorical practices by several voices as well as targeted communication (uni-vocality and multi-vocality), increasing reach and richness in communication, and enabling simultaneous consumption and co-production of rhetorical content.

Storytelling can act as a mean to get the message across effectively in a cluttered landscape of brands. It is a way to indeed exhibit that the words are being lived. Both management and employees play a key role in storytelling. Social media provides an opportunity for communication and dialogue making it suitable for employee interaction. Though, authenticity is important (Nilsson & Nordgren, 2012). The storytellers must be cultivated and leveraged as part of organization's social media strategy. Recognizing and engaging storytellers in brand's discussion can shape and protect a brand's reputation (Booth & Matic, 2011). Organizations must monitor and listen in social spaces to learn what is being said about their brand to respond, act and where necessary, initiate change. This feedback is highly valuable and organizations should create programmes to manage their online reputation to reduce potential damage and to maximize positive exposure (Laick & Dean, 2011).

The study conducted by Li, Berens, and de Maertelaere (2013) to explore the importance of user engagement and informedness in explaining corporate reputation, revealed that the user engagement and informedness in a corporate Twitter channel have a positive relationship with corporate reputation. Further, the involvement of organizational employees in a community creates a clearer view of the degree of involvement of the company in the social media community. Consequently, as the identity of the people behind the organization becomes more visible and the involvement becomes greater, the emotional connection between the organization and the community will increase, leading to greater engagement.

Testing the influence of message interactivity of organizational websites and blog sites on relationship management and organizational reputation, Lee and Park (2013) demonstrated that organizations that are comparatively unfamiliar to the general public can still shape positive relationships and reputation with its publics if they take out time and attention to actively revert to the comments, or any kind of communication attempt directed towards them. The study found that irrespective of familiarity of the organization, people assessed organizations that replied to their comments as more reliable and committed, as having better control of mutuality and communal relationships, and higher satisfaction, compared to organizations that did not revert. Thus, online communication platforms enable corporate-public relationship building acting as best outlets to engage in active two-way communication.

Thus, usage of social media by enabling greater association among customers, employees and potential employees is likely to assist in establishing and communicating a compelling employer brand resulting in favourable corporate reputation. Further, level of employees' brand advocacy through social media is likely to strengthen the relationship between employer branding and corporate reputation.

**GENERATION Y EMPLOYEES, SOCIAL MEDIA AND EMPLOYER BRANDING:** Since time immemorial, several generations of employees work together in the organizations but it is rightly stated that future belongs to Generation Y (Malik & Khera, 2014). By 2020, it is estimated that Generation Y will make 50% of the US workforce and by 2030, 75% of the global workforce (Naim, 2014). The size of Generation Y in India is likely to be one quarter of the world's Generation Y population. It accounts for the largest in the world which is estimated to be 426 million. It is capable of being the most productive workforce in history while bringing in innovation, vigour and new wave of fresh ideas (Malik & Khera, 2014). Regardless of its popularity, there has been little academic work pursued to retain this generation (Naim, 2014). Attracting, recruiting and retaining this new generation is a bone of contention for organizations that calls for development of their holistic understanding (Malik & Khera, 2014).

New-age employees belonging to Generation Y follow new rules of psychological contact, are more flexible, have more career alternatives, shorter job tenures that substitute loyalty and job security with multiskilling and mobility. Therefore, they have more aspirations and avid needs necessitating innovative ways to be retained. Organizations must adopt social media approach to their retention as it offers an accessible, open medium for content sharing, communication and relationship building to meet their expectations. However, it needs adequate care of every touch-point where Generation Y's workplace expectations and demands are realized (Naim, 2014).

Organizations' social media policy should be customized to target audience (Brecht, Koroleva, & Guenther, 2011). Millennials have different workplace requirements and motivators in comparison to Generation X and baby boomers. They are enticed to companies that provide fun work environment, flexible work hours as well as opportunities for career advancement, project diversity, and further learning (Ozcelik, 2015). They are conscious of achieving a work-life balance. They look for companies that offer supportive environment with flat hierarchies with an opportunity to work independently. They find corporates characterized with the values of integrity, social responsibility, and sustainable practices as attractive (Laick & Dean, 2011). They are forward thinkers, socially conscious fellows having a desire to remain connected with people and attention seekers. They ask for constant feedback and praise at work. Job hopping is one of their prominent characteristic with a passion to live luxuriously with a desire to spend on modern amenities (Malik & Khera, 2014). Thus, organizations must advance their social media footprints to manage young generation employees better (Naim, 2014). This offers twin advantages as applicants can acquire information about organization and organization can also probe their profiles on these sites (Brecht et al., 2011).

At present, Generation Y employees are the most technological proficient people, who integrate technology in large part of their lives and want the same type of technology supported infrastructure at workplaces as well (Malik & Khera, 2014). One of the most significant issues faced organizations today is turning them into brand pioneers so as to increase their level of engagement (Ozcelik, 2015). Being brand-savvy, they always want to be associated with reputed and attractive employer brands. Social media as peer-to-peer forums, internal employee blogs, discussion groups and social intranets can promote deeper relationships. It can act as medium to build and foster compelling employer brands both externally and internally (Naim, 2014).

Variation in age, gender, experience, habit, etc., of individual users can result in a significant difference in the behavioural intention and technology use (Venkatesh, Thong, & Xu, 2012). The social influence (Van

Hoye, & Saks, 2011; Dutta, 2014), performance expectancy, effort expectancy and facilitating conditions impact behavioural intention to use technology. Consequently, only the technology savvy population will be the targeted segment of social media (Dutta, 2014) building the case for Generation Y for the proposed study.

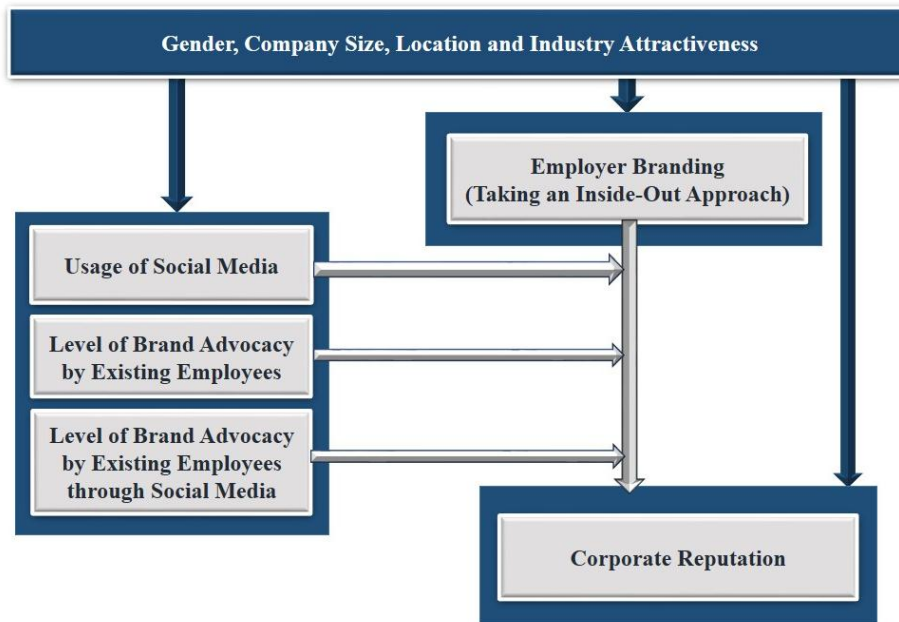
**CONFOUNDING VARIABLES AND EMPLOYER BRANDING:** Investigating the role of employer branding to potential employees, Wilden et al. (2010) found that the most of the respondents choose first which industry they desire to work in. Consequently, the industry in which a potential employer operates, impacts its membership in the prospective employee's consideration set of potential employers. Other decisions such as company size and location also effect membership of this consideration set. Alniaçık and Alniaçık (2012) revealed considerable differences between the gender of respondents and their perceived levels of importance regarding employer attractiveness dimensions, but neither the age nor the current employment status of them. Independent sample t-tests applied on the gender variable exhibited significant difference between male and female respondents indicating that recruitment strategies for female and male graduates must be different (Sedighi & Loosemore, 2012).

Thus, these research studies highlight the probable impact of gender, company size, location and industry attractiveness on employer brand attractiveness.

#### **THEORETICAL MODEL OF EMPLOYER BRANDING**

Resource based view offers substance to the idea of employer branding hypothesizing that human resources deliver worth to an organization. Further, it postulates that for a firm resource to be capable of generating competitive advantage consistently, it must be worthy, unusual, inappropriately imitable, non-substitutable (Barney, 1991). The proposed theoretical model views employer branding through the lens of resource based view. It is prepared following the logical deductive approach. The model takes an inside-out approach in building employer branding, likely to cause corporate reputation among key external stakeholders of an organization namely potential employees and consumers. It further, explores the moderating role played by usage of social media, level of brand advocacy by existing employees and level of employees' brand advocacy through social media in the predicting the causal relationship between the two. The confounding variables taken for the study are gender, company size, location and industry attractiveness that are likely to have an influence on the employer branding, corporate reputation, usage of social media and willingness of the existing employees to act as brand advocates as given in figure 1.





**Figure 1: Proposed Theoretical Model of Employer Branding**

Source: Authors' own representation.

#### DIRECTIONS FOR FURTHER RESEARCH

The impending research must empirically establish the influence of internal employer branding on corporate reputation in addition to validation of the moderating roles of social media, employees' brand advocacy and employees' brand advocacy using social media. Further research is required to explore the probable variability in employees' readiness to live the brand with respect to diverse stakeholder groups (Maxwell & Knox, 2009) as potential employees, customers, investors, vendors and shareholders. However, stakeholders belong to different interest groups, companies must strategically address diversity when initiating into dialogue with individual stakeholder groups (Susanne Johansen, & Ellerup Nielsen, 2011). The proposed model can be tested empirically in diverse contextual settings to examine cross-national and cross-industry disparities for generalization. Additionally, the mediating roles played by social media and employee brand advocacy can be investigated in defining the likely positive causal relationship between employer branding and corporate reputation. The model may be tested for the influence of confounding variables on the key constructs.

It could be worth considering additional issues in context to social media especially security and privacy issues (Girard & Fallery, 2010). The upcoming use of social networking sites should be explored identifying how these can be developed and used as a communication channel for employer branding (Bondarouk et al., 2012). Further, the most preferred social networking sites may be identified, while connecting with diverse group of stakeholders.

#### CONCLUSION

The proposed model addresses the existing research gap of investigating the likely positive causal impact of employer branding taking an inside-out approach on corporate reputation in emerging Indian talent market. Further, it attempts to explore the probable moderating roles played by usage of social media,

level of employees' brand advocacy and level of employees' brand advocacy through social media in strengthening the likely positive causal relationship between the two. The confounding variables namely gender, company size, location and industry attractiveness are expected to have an influence on the employer branding, corporate reputation, social media and willingness of the existing employees to act as brand advocates. The paper adds towards the resource based model of sustained competitive advantage. The contribution of this paper lies in collaboration of numerous inter-disciplinary research studies and proposition of a theoretical model that will assist organizations in understanding the changing dynamics of talent market with special reference to the passive talent and Generation Y. The paper offers insights into directions for future research as well.

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