The Abstract

Employer Branding and Talent Management: an analysis of online communication tools in Mauritius

*Dr Swaleha Peeroo**
Dr Priya Gunesh

To thrive in a highly competitive environment, businesses are competing to attract and retain talented employees (Ployhart et al., 2017). It is a major challenge for organisations in many developed countries to attract talented employees, due to an aging workforce and an increasingly knowledge based economy. Mauritius is facing similar challenges and therefore businesses are developing a brand image to target and retain the most talented employees. There is scant research on how businesses in Mauritius are using employer branding (EB) for talent management (TM). This preliminary study aims to fulfill this gap by analysing how companies in Mauritius are using social media (SM) and online communication tools to attract talent.

TM is considered as a key management activity which drives corporate performance, while EB is recognised as an essential tool for talent acquisition, development and retention (Maurya & Agarwal, 2017). EB is seen as a sustainable source of competitive advantage for organisations. Organisations are using innovative ways to try and market themselves to these potential recruits as an employer of choice (Bali & Dixit, 2016). Businesses as employers are harnessing the internet for the purpose of talent attraction in the recruitment and screening of potential job applicants (Hooley, 2017). Likewise, SM are being increasingly used for the internal and external communications of organisations and for recruiting human resources for the organisation (Rad et al., 2019). Additionally, businesses are using their corporate career website for EB and recruitment.

To explore how businesses in Mauritius are communicating their EB strategy for TM, a qualitative research was carried out by observing the activities of conglomerates on SM and on their corporate career websites. A qualitative content analysis of the contents of the sites have been conducted. Seven conglomerates have been identified for this study as they are among the biggest group of companies in Mauritius and they are all using online communication tools to attract talent.

This research has identified that all conglomerates are using SM as an EB tool to attract talent. Facebook is the preferred SM site with 100% use for TM, closely followed by LinkedIn (75%). Moreover , 42.9% of conglomerates also use YouTube and 28.6% of conglomerates communicate through Twitter and Instagram. The content analysis of the corporate career websites of these conglomerates have revealed that all conglomerates use this online communication tool to advertise for vacancies within the group and also encourage spontaneous applications. With the exception of one conglomerate, the career website is used to build the image of the group as an employer of choice. The websites display employment related information related to the total rewards components: compensation, salary, benefits, work life, performance and recognition illustrated by employee testimonials and profile of star employees and finally development and career opportunities.

It can be concluded that conglomerates in Mauritius are using SM platforms and their career websites to build their EB for TM. To further this research, interviews will be carried out with HR professionals to explore their perceptions of the use of SM for TM.