

## **Employer branding and well-being at work in Talent-Oriented Organizations: Restructuring the employee value proposition**

Javier López Crespo, EAE business School y Universidad de Barcelona

Maite Martínez, UAB

The battle for Talent (Michaels, Handfield-Jones & Axelrod, 2003) has acquired in these post-crisis times a high degree of exacerbation throughout the work cycle, from attraction to loyalty (Gadow, 2010). That talent is one of the main competitive advantages in organizations (Lewis & Heckman, 2006) and that this is scarce in the labor market, despite the high rates of unemployment, is well known by recruiters and widely researched (Thunnissen, Boselie and Fruytier, 2013). For this reason, some organizations, those that have a true talent orientation, are (re) considering their Employer Branding strategy and within it, their value proposition to the employee (Ferri, 2016). Talent orientation has placed the focus of management on human resources, work ecosystems, as well as on the development of Healthy Organizations (Wilson et al 2004, Salanova, 2008, 2012) and the well-being of the human capital, inside and outside the work environment. There is evidence that well-being at work is not only limited to strictly labor variables, but that the worker's behavior outside of work has a considerable influence on him, such as in the relationship of physical exercise and productivity (De Miguel et al. , 2011), in the conciliation of working life (Biedma & Medina, 2014), or in social benefits and talent loyalty (Vidal, Cordón & De la Torre, 2015).

Therefore, the objective of this research was to unravel the policies and concrete actions that organizations from different sectors in Barcelona, multinationals (63.6%) and medium-sized companies (36.4%), are adopting in the short term in their proposal of value to the employee.

Through qualitative methodology, two Focus Group (N = 27) were held, where directors and consultants of Human Resources participated, with an average experience in the function of 23 years and an average seniority of 10.7 years. The main question was about specific actions aimed at talent and why the adoption of them. The Focus Group sessions were recorded with the consent of the participants, covering the ethical framework of the research, and analyzed after transcription through the Atlas.ti program.

The results showed the transition from a human resource policy of containment, typical of the crisis, to that focused on talent, although it is true that with different intensities. The change towards a positive leadership to the detriment of the "killer", the need to recover the corporate values, well-being at work plans and healthy organizations, investment in total compensation and in training and development, was highlighted.

**Keywords:** well-being at work, Employer Brand, Healthy Organizations, Human Resources, Talent.

## References

- Biedma, J.M. & Medina, J.A. (2014). Impacto de la conciliación laboral y familiar en el desempeño organizativo. *Intangible Capital*, vol. 10, (3), p. 448-466.
- De Miguel, J.M; Schweiger, I; De las Mozas, O. & Hernández J.M. (2011). Efecto del ejercicio físico en la productividad laboral y el bienestar. *Rev. De Psicología del Deporte*. Vol 20. (2). Pp. 589-604.
- Ferri, L. (2016). *La Gestión del Talento en un Entorno de Crisis*. Alicante: Área de Innovación y Desarrollo.
- Gadow, F. (2010). *Dilemas. La Gestión del Talento en Tiempos de Cambio*. Buenos Aires: Granica.
- Gubman, E. (2000). *El Talento como solución*. México: Mc Graw Hill.
- Lewis, R.E. & Heckman, R.J. (2006). Talent Management: A Critical Review. *Human Resources Management Review*. 16.pp. 139-154.
- Michaels, E., Handfield-Jones, H & Axelrod, B. (2003). *La guerra por el talento. Principios para atraer, desarrollar y retener a gerentes altamente talentosos*. Bogotá: Harvard Business School Press.
- Salanova, M. (2008). Organizaciones saludables: una perspectiva desde la psicología positiva. En Vázquez, C. & Hervás G. (ed.). *Psicología Positiva Aplicada (2ª Ed.)*. Madrid: Alianza editorial.
- Salanova, M., Llorens, S., Cifre, E., y Martínez, I. M. (2012). We need a HERO! Towards a Healthy & Resilient Organization (HERO) Model validation. Model. *Group y Organization Management*, (37). Pp. 785-822.
- Thunnissen, M.; Boselie, P. & Fruytier, B. (2013). A review of talent management: Infancy or adolescence? *The International Journal of Human Resource Management*. (24). pp.1744-176.
- Vidal, M.D.; Cordon, E. & De la Torre, J.M. (2015). Impacto de los Modelos de Compensación Flexible en la atracción y retención del talento. *Universia Business Review*. 46. pp.14-36.
- Wilson, M. G., DeJoy, D. M., Vandenberg, R. J., Richardson, H. A. & McGrath, A.L. (2004). Work characteristics and employee health and well-being: Test of a model of healthy work organization. *Journal of Occupational and Organizational Psychology*, 77, pp. 565 –588.