DIGITAL TRANSFORMATION AND ITS INFLUENCE ON EMPLOYER BRANDING AND EMPLOYEE VALUE PROPOSITIONS

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Abstract

The digital economy has ushered in profound changes across various organizational functions, particularly in the domains of employer branding and employee value propositions (EVPs). This study examines the influence of digital transformation on employer branding strategies and the development of EVPs, exploring how organizations are adapting to the digital landscape to attract, engage, and retain top talent. As digital tools and technologies reshape the workplace, employer branding has evolved from traditional marketing-driven approaches to more dynamic, data-driven strategies that leverage digital platforms and social media for greater reach and engagement. Similarly, the employee value proposition, which defines the unique benefits and opportunities an organization offers its employees, is increasingly shaped by the expectations of the digitally-savvy workforce, who seek flexibility, innovation, and growth opportunities in a technology-driven environment.Through an empirical analysis, this study investigates the relationship between digital transformation and the effectiveness of employer branding and EVPs. It explores how organizations in different industries have integrated digital tools and platforms to enhance their employer brand and offer compelling value propositions to employees. The research also identifies key factors such as digital communication, remote work policies, and the use of AI in HR practices that are significantly reshaping both employer branding and EVPs in the digital age. The findings suggest that organizations embracing digital transformation are more likely to attract and retain high-performing employees by offering a modern and personalized employee experience that aligns with the evolving expectations of today's workforce. This study contributes to the existing body of knowledge on HR practices in the digital era and offers practical insights for organizations looking to

strengthen their employer branding efforts and refine their EVPs to stay competitive in the rapidly changing digital economy. The research highlights the importance of a strategic, digital-first approach to both employer branding and EVP development in order to remain relevant and appealing to a digitally-conscious talent pool.

Keywords: Employee, Employer, Graduates, Employer branding, Employee retention, Employee proposition, SPSS

1. Introduction

The rapid advancement of digital technologies has brought about transformative changes in the way organizations operate, communicate, and engage with both customers and employees. In this evolving landscape, employer branding and employee value propositions (EVPs) have emerged as critical components in attracting and retaining top talent. As companies transition into the digital economy, the traditional approaches to employer branding and EVP are being reshaped by the advent of new technologies, platforms, and work structures that appeal to the needs of a modern, digital-savvy workforce. Employer branding, which encompasses the reputation and image an organization projects to current and prospective employees, has been revolutionized by digital transformation. The proliferation of social media, online review platforms, and digital recruitment tools has enabled organizations to communicate their values, culture, and mission more effectively, reaching a broader and more diverse audience. In the digital age, employer branding is no longer confined to glossy brochures or corporate websites; it now spans across various channels such as social media, employee testimonials, and digital marketing campaigns. Consequently, the way organizations market themselves as employers has evolved into a dynamic, interactive, and real-time process, one that requires companies to engage in continuous dialogue with their audience. Similarly, the concept of the employee value proposition, which outlines the unique set of benefits and rewards an organization offers its employees in exchange for their skills, commitment, and performance, is also undergoing significant transformation. In a digitally-driven environment, employees seek more than just financial compensation and traditional benefits. They expect flexibility, career growth, work-life balance, and opportunities for innovation and continuous learning, which are critical components of a modern EVP. Digital transformation has thus prompted organizations to rethink their EVPs to better align with the expectations of a digitally-connected workforce, where technology plays a pivotal role in shaping work experiences and fostering engagement. As the digital landscape continues to evolve, organizations are compelled to adopt a strategic approach to both employer branding and EVPs. This shift requires a

deep understanding of the intersection between digital tools, organizational culture, and employee engagement. The use of data analytics, artificial intelligence (AI), and digital collaboration platforms has not only enhanced the efficiency of these HR practices but has also enabled organizations to create more personalized, agile, and inclusive employee experiences.
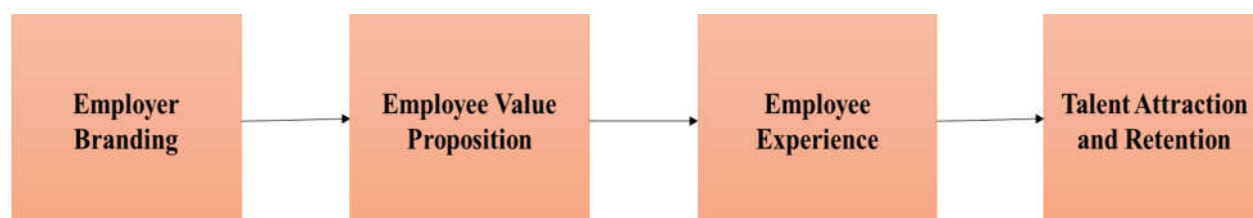
Figure 1. Conceptual framework of employer brands and beneficiaries for firms

The framework of the study depicts the sequential linkage between employer branding, EVP, employee experience, and talent attraction and retention in the digital economy. Employer branding is the starting point, which is the process by which an organization strives to acquire a favorable image and convey its values using digital media like social media and company websites. This branding informs the EVP, which includes the economic, functional, and psychological rewards provided to employees, essentially translating what the organization commits to in exchange for their expertise and dedication. The EVP, in turn, affects the employee experience by triggering job satisfaction, engagement, and cultural fit of the company. Positive employee experience strengthens motivation and commitment that ultimately improves the ability of an organization to attract and retain talented graduates and workforce. The model has a rational left-to-right flow, indicating how each of the elements fits and complements each other to deliver a continuous approach of utilizing technology in the management of human capital within the labor market. By integrating such intricately linked components, the framework affects the research concept and the study's actual execution while offering a rational theoretical basis for analyzing the impact of employer reputation and EVP on staff productivity in the digital age. The extra input summarizes the importance of digital skills to the employability of graduates, regarding the fact that employers currently value the new competency and embrace it as much as they value the traditional qualification. It also talks of the need for educational institutions to change the curriculum to incorporate digital literacy and skills training, thus graduates can handle the modern workforce conditions well. The main objective of this depth regarding the solution to the skills gap is to enhance employment fitness and match the graduate skills with the requirements of employers in the fast-moving digital economy.

Review of Literature

This study explores how digital transformation influences employer branding in an increasingly digital world. Müller and Fischer (2019) argue that digital transformation enables organizations to establish stronger and more interactive relationships with potential and current employees. They emphasize that digital tools such as social media, digital marketing platforms, and employee reviews are central to shaping the perception of an employer brand. The study suggests that organizations that embrace digital communication and transparency in their branding efforts can attract a more diverse talent pool and improve employee engagement. Sullivan (2020) investigates how the expectations of employees have evolved in the digital economy and how organizations must adjust their EVPs to attract and retain talent. He notes that employees now seek more than just competitive pay and benefits; they desire flexibility, career development opportunities, and a strong organizational culture. Digital transformation, according to Sullivan, provides organizations with the tools to tailor their EVPs to the specific needs of employees, utilizing digital platforms to offer personalized experiences, remote work options, and ongoing professional development. Parry and Tyson (2021) examine the intersection of digital transformation and HR practices, particularly in terms of employer branding and employee engagement. They argue that the adoption of digital tools such as HR software, AI-driven recruitment platforms, and employee feedback systems can significantly enhance the efficiency and effectiveness of employer branding efforts. The study highlights that digital HR tools can facilitate real-time feedback, improve communication with employees, and allow for more targeted branding efforts that resonate with the digital expectations of today's workforce. Strohmeier (2018) focuses on how digital transformation in HR functions is reshaping employer branding strategies. The research reveals that as HR practices become more automated and data-driven, organizations are using AI and analytics to gain insights into employee behaviors and expectations, which in turn informs their employer branding strategies. Strohmeier emphasizes that employer branding is now not only about advertising the company's culture but also about engaging in digital storytelling that highlights the organization's commitment to innovation, flexibility, and career progression. Zhang and Li (2021) explore how organizations can leverage digital transformation to create compelling employee value propositions. They find that digital technologies allow organizations to provide more tailored and flexible EVP offerings, such as personalized learning experiences, remote work policies, and digital performance management tools. The study highlights that companies that embrace these digital tools can better address the individual needs of employees, creating a more attractive EVP that aligns with the desires of a diverse and digital-savvy workforce. Veldhoen and de Lange (2020) focus on how EVPs need to evolve to meet the demands of employees in the digital workplace. They argue that digital

transformation has caused a shift in how employees define value in the workplace, placing increased importance on work flexibility, career development opportunities, and technological support. Their study discusses how digital tools such as online learning platforms, collaboration tools, and virtual workspaces help organizations enhance their EVPs by offering personalized and innovative workplace experiences. Müller, F., & Bohnsack, R. (2021) - Employer Branding and Digital Transformation: The Role of Social Media Müller and Bohnsack (2021) explore the influence of digital transformation on employer branding, particularly through the use of social media platforms. They argue that social media has become a critical channel for employer branding in the digital age, as it allows for greater interaction and engagement with potential candidates. Social media platforms, they suggest, are an effective way to share authentic employer brand messages and demonstrate an organization's values and culture, thus enhancing its ability to attract and retain top talent in the digital economy. Gartner (2022) discusses the strategic role of digital transformation in shaping employer branding and talent acquisition strategies. The report highlights that HR technology platforms, AI, and big data analytics are playing an increasingly central role in redefining the employee experience and employer branding. Gartner emphasizes that as organizations invest in digital HR solutions, they must also ensure alignment between their digital transformation efforts and their brand messaging to attract the right talent while enhancing employee satisfaction and retention. Dr.Naveen Prasadula (2024) provide a case-based analysis of leading organizations that have successfully aligned their digital transformation strategies with employee value propositions. Their study reveals that companies in the digital economy are increasingly offering flexible work models, continuous learning opportunities, and performance-based incentives through digital platforms to enhance their EVPs. By embracing these digital tools, organizations are not only improving the employee experience but also reinforcing their commitment to innovation and employee growth.

Problem statement

Talent management is a global issue for firms in volatile environments. Demographic deviation, influence of online communities, and the culture of firms are some of the challenges faced by employers in recruiting appropriate personnel for a specific position. (Ivančević and Vlastelica, 2022). Social media involves the perception of next-generation graduates; hence, every firm must utilize

digital platforms to attract existing employees and talented graduates. It is termed the employer branding of firms. (Dzhulai *et al.*, 2022). The firm's cultural values are in line with the company brand. For the creation of workplace engagement, it is important.This leads to a positive impact on the motivation, satisfaction, and loyalty of employees. This resulted in increased employee engagement with the firm. External and internal branding is necessary for every firm to achieve an EVP that attracts and retains talented graduates in the organization. (Monteiro *et al.*, 2020).

1.1 Research objectives

- To determine the main elements influencing graduates' employer selections.

- To investigate how employee experience, employer branding, and EVP might help a business draw in and keep bright new graduates.

- To compare the significant distinctions between the values of the graduates and those who already work, because their jobs are the most in demand on the job market.

Research hypotheses

The study's hypothesis justifies that effective employer branding and a compelling EVP significantly enhance an organization's image and reputation, thereby positively influencing graduates' intentions to apply for positions. Additionally, it implies that to draw in and keep top talent, branding tactics must be in line with the changing expectations of recent graduates in the digital economy.

Hypothesis 1

H1: Key factors affect the decisions of employers among graduates

$H1_0$: Key factors do not affect the decisions of employers among graduates.

Hypothesis 2

H2: EVP, employer branding, and Employee satisfaction have a big influence on a company's ability to draw in and keep talent.

H2: EVP, employer branding, and Employers' ability to recruit and retain talent is not much impacted by employee experience.

Hypothesis 3

H3: There is variation among the key values of employed and graduates whose work is most in

demand in the labor market.

$H3_0$: There is no variation among the key values of employed and graduates whose work is most in demand in the labor market.

1.2 Paper organization

The following order is followed throughout the article: An overview of employee values in enterprises, employer identity, and employee proposal values is given in Section 1. This section also describes the significance of research. The existing body of academic research on the issue is outlined in Section 2. In Section 3, the study technique is presented, and the analysis findings are given in Section 4. Section 5 provides examples of the study's shortcomings and debate. A final discussion of the study's results and recommendations for further research will conclude Section 6.

2. Literature review

2.1 Evolution and Importance of Employer Branding

In today's increasingly competitive labor market, employer image is a vital strategic tool for businesses looking to draw in, engage, and keep top talent. To distinguish a business as an employer of choice, Ambler and Barrow (1996) first proposed the concept of employer branding. They describe several practical, financial, and psychological advantages that come with employment. Over the past 20 years, this has undergone significant change, particularly with the emergence of the digital economy, where networking websites and internet platforms have changed how businesses convey their EVP to both present and prospective workers.

Kuşcu (2020) emphasizes that social media have changed the role of communication channels mostly nowadays so that companies can introduce themselves to broader audiences and interact with potential employees more interactively. Such a tendency is particularly necessary to the appeal to younger populations, such as the Millennials and Gen Z populations, who rely primarily on digital media to research potential employers and form impressions of organizational culture and values (Arriscado *et al.*, 2019). Go ahead to emphasize that employer branding must resonate with the vision and mission of an organization, and the social networks must be employed in a bid to build a powerful corporate reputation, which appeals to these cohorts that are digitally savvy.

2.2 Research Gaps

Regardless of the augmented study on EVP and employer branding, several gaps exist. The focus of

the majority of studies is rather narrow, often even concerning specific industries such as e-commerce or IT (Dabirian *et al.,* 2019b; Panday *et al*., 2022), causing the external validity of the results to be lacking. The bulk of the studies also tend to study Millennials or Gen Z and fail to pay full attention to the complexities of being a multi-generational workplace (Arriscado *et a*l., 2019). Moreover, brand awareness and EVP, and in particular the concurrent influence they have on employee retention and attraction in the digital economy, are also understudied topics (Mukherjee *et al.,* 2018). Available literature also lacks those substantive research studies that combine and utilize both qualitative and quantitative approaches to present a comprehensive view of employer branding effects in various industries. The given studies will close these gaps as this research focuses on the study of employer brands and EVPs across various branches of the digital economy with the help of an effective quantitative study and a purposive sample of graduates of diverse disciplines. By doing that, it will also provide more valid generalizations and practical recommendations to organizations that have to deal with the problem of talent recruitment and retention in a technology-intensive labor market.

3. Research methodology

3.1 Research Design

The research design gives the whole structure of the study. Research design refers to the process of setting up an establishment of an apparent framework that will act as the foundation of the study. Research design is the way that the researcher collects information and breaks it down to answer the research question or purpose. In other words, the research design provides scholars with a blueprint on how the research questions can be answered and the variables under study to be tested (Baur). To collect information on the study variable and research topic, the current study uses a quantitative research approach. A quantitative approach through a survey will be employed to gather information about the graduates. The issues to be investigated and variables of investigation of the current study will be included in the questionnaires (Mohajan,2020). The quantitative study resorts to using surveys and questionnaires to obtain the primary data (Surgucu and MASLAKCI, 2020).

3.2 Data Sampling and Sample Size

The sample size of the study has to be selected discriminately for every type of research to obtain unquestionable and extensive data (Stratton, 2021). This research selects an adequate participation of sample size to obtain information on the perceptions of the workers in the different industrial sectors (Lakens, 2022). The study was based on the employed and actively seeking work graduates. The

purposive sampling method was employed in selecting the sample that would provide insightful information about employer branding and EVP in the digital economy. The size of the sample was 163 participants who had received various levels of education and worked in diverse fields, thus offering different opinions. This particular sample size was assumed to be sufficient to offer reliability and validity in terms of statistical analysis.

3.3 Research instrument

The principal research instrument applied in the present study was a structured questionnaire. The formulation of the questionnaire rested on a rigorous literature review and confirmed scales to ensure the correctness of the measures of the constructs under investigation. The four-part questionnaire carried four sections:

1. Employer Branding: Questions that gauge the reputation, culture, and online presence of an organization.

2. EVP: Items measuring economic, functional, and psychological benefits that are offered by employers.

3. Employee Experience: Questions to measure workplace satisfaction, interaction, and alignment of the values of the organization.

4. Talent Retention: Aspects that investigate factors that influence the entry or retention of graduates in an organization.

The scale of 5 points in a Likert response scale (1 = Strongly Disagree to 5 = Strongly Agree) allowed standardization of the response items and thus results to be subjected to statistical analysis.

To guarantee reliability, Cronbach's alpha was computed for every section of the questionnaire, which gave a total value of 0.738, showing good internal consistency. Content validity was confirmed by expert review and comparison with theoretical frameworks of previous research on employer branding and EVP.

3.4 Data analysis

In this study, the quantitative analysis is applied (Jung 2019). Data collection can be identified as the process of acquiring information with the help of various sources of information to make conclusions about the variables that are under study. SPSS is a software mainly used by many researchers in both quantitative and qualitative analysis. The program does a lot of text analysis, data integration, descriptive statistical analysis, freely available extensibility, and machine learning-related tasks. Mostly, data gathered among the targeted people, including empirical and qualitative data, are

analyzed with SPSS software. The program encompasses the scale of the questions and metamorphoses. This application will assist scholars in improving their studies by identifying the study difficulty and providing solutions for the challenges discovered through statistical analysis. Additionally, this program assumes a statistical impact among the research variables and is used to assess the hypotheses of the study. As a result, SPSS software is used in this study to examine the test hypotheses. SPSS version 23 software was used to code and process the collected data. The statistical techniques that were employed were:

• Descriptive Statistics: To summarize the demographic information and important variables.

• ANOVA (Analysis of Variance): To investigate variations in collective perceptions.

3.5 Ethical consideration

The analysis of the research will be conducted in a manner that allows possible to outlining certain ethical standards. This study is built on the effects of company branding, value, and employee propositions on employee retention. Employers go through several variables when selecting staff. Before the survey assessment by the researcher, the morals involved in the study were maintained, and the data were made available to the participants at an earlier stage. The participants in no way are forced to give their answers. Only willing respondents have been selected to do the survey analysis. They will simply participate by filling in the questionnaire; they are not forced to include their personal information and reports. No incorrect data is present in the study because primary data is used in analyzing the data. All the information that was gathered and organized was made very confidential. This is based on their skills derived from this research project, and these are ethical problems or issues considered by the researchers in the study analysis.

4. Results

The data retrieved through survey questionnaires was analyzed using the SPSS software program. The findings were then evaluated based on the variables used in the study. The fact that the research design was well thought out means that it addressed the objectives of the study adequately. Additionally, a thorough examination of the responses is conducted using the various demographics.
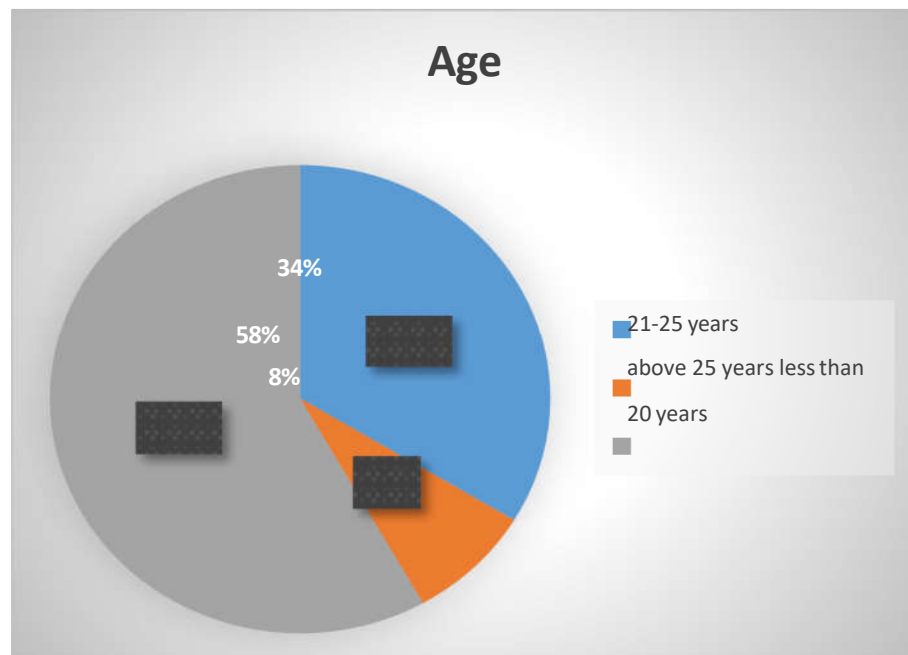
Figure 3: Age groups of graduates

Figure 3 illustrates the age groups of the graduates. Many of the responders were under the age of twenty. This group made a greater contribution to the research study and possesses up-to-date information about organizational behavior in hiring. The contributions of these techniques improve research's accuracy and precision.
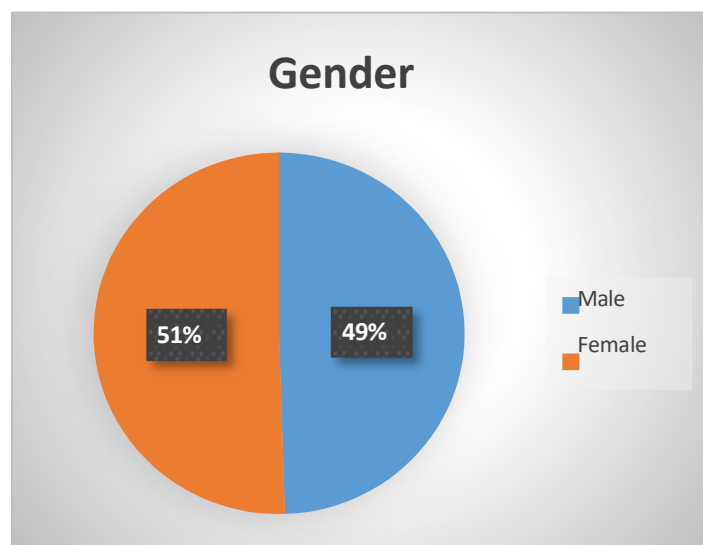
Figure 4: Gender of the participants

Figure 4 illustrates the gender of the participants. Both men and women made equal contributions to the study. Their equal contributions improve the research's accuracy and precision. Of the respondents, 49% were men and nearly 51% were women.
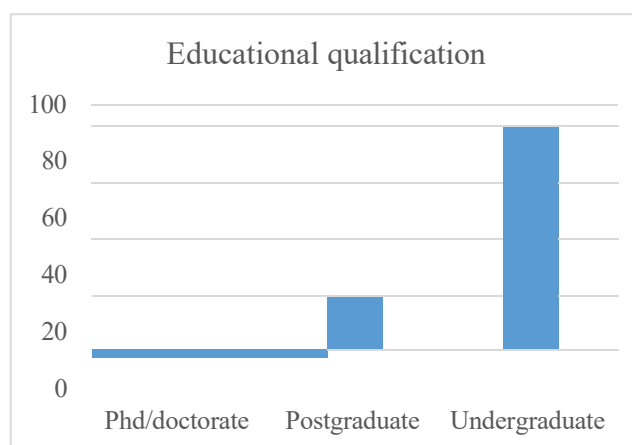
Figure 5: Educational qualifications

The interviewees' educational backgrounds are examined. Undergraduate students make up about 80% of the replies. Of those surveyed, 18 percent earned a postgraduate degree. Just 2% of those surveyed have a PhD. Undergraduate participants made more contributions to the study (Figure 5).

Reliability Test

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.738	10

Based on the responses of the 163 participants, the reliability test was analyzed via SPSS version 23.0. Scaling analysis is used to determine the outcome of the reliability test. If the value of Cronbach's alpha is less than 0.59, the questions in the questionnaire are not acceptable. If the value falls between 0.5 and 0.59, the considered questions are poor. If the value is between 0.6 and 0.69, it is questionable. If the value is between 0.70 and 0.79, the questions are good. Finally, if the value is greater than 0.90, the considered questions are excellent. In the present study, the Cronbach's alpha value for all the participants is 0.738, as shown in Table 1, which indicates that the questions are good and can be considered for the main analysis.

Hypothesis 1

Descriptive statistics

It is utilized to determine the values of arithmetic and standard deviation of the variables. This section discusses the relationships among the variables.

Table 2: Descriptive Analysis					
	N	Mn	Mx	M	Std. Dev.
Pleasant as well as interesting organizational environment, Occasions for individual growth (incessant development and achievement of new knowledge and skills)	163	1	5	4.55	.631
The package of the salary plays a significant role among graduates to work in an organization	163	2	5	4.33	.685
Attracting benefits like paid parking, gym, and private health insurance helps the organization retain its employees	163	2	5	4.18	.777
Employees' preference for work from home or onsite helps the employees improve their productivity	163	2	5	3.96	.827
Employees analyze the company's reputation through comments on social and professional networks	163	2	5	4.01	.749
Valid N (listwise)	163				

The descriptive analysis table presents the mean (Mn), minimum (Min), maximum (Mx), mean score (M), and standard deviation (Std. Dev.) for various factors influencing graduates' employment decisions. The first item, "Pleasant as well as interesting organizational environment," received the highest mean score of 4.55, indicating that graduates highly value a positive work atmosphere. Following this, the significance of salary packages scored a mean of 4.33, suggesting that financial compensation is also a crucial factor for graduates when choosing an employer. Other notable factors include attractive benefits like paid parking and health insurance, which had a mean score of 4.18, and preferences for work-from-home or onsite arrangements, which scored lower at 3.96, reflecting moderate importance in enhancing productivity. Lastly, the analysis reveals that graduates consider company reputation through social and professional networks, with a mean score of 4.01, emphasizing the impact of external perceptions on their employment choices. In sum, these insights outline the major factors to which organizations must pay attention when trying to attract and retain graduates successfully. Therefore, Hypothesis 1 is proven, and the null hypothesis is rejected.

H1: The key factors affecting the decisions of employers among graduates have been proven from the above analysis.

Hypothesis 2

One-way ANOVA Test

It is used in the establishment of the effect of independent variables and the research aim on the dependent variable, as well as in examining the variation. (Liang *et al.*, 2019).

Table 3 ANOVA		SOS	df	M^2	F	S
Pleasant as well as interesting organizational environment Opportunities for individual growth (incessant improvement and achievement of new information and skills)	Between Groups	3.765	4	.941	2.453	.048
	Within Groups	60.640	158	.384		
	Total	64.405	162			
Enticing benefits such as paid gym, private parking, and health insurance aid the organization in retaining the workforce	Between Groups	3.250	4	.813	1.357	.025
	Within Groups	94.590	158	.599		
	Total	97.840	162			
A package of wages is crucial among graduates working in firms	Between Groups	8.231	4	2.058	4.790	.001
	Within Groups	67.880	158	.430		
	Total	76.110	162			

Table 3 shows ANOVA of the three most important factors in the decision of the graduates to be taken or not into the organization, that is, organizational environment, tantalizing benefits, and salary package. In the first factor which is, "Pleasant as well as interesting organizational environment", between-groups sum of squares (SOS) is 3.765 with a mean square (M2) of 0.941, which gives an F-value of 2.453 and significance level (S) of 0.048, which is less than alpha of 0.05, so it is significant at 0.05 level. The other left-side factor, the Enticing benefits, has the SOS between-group 3.250 and the F value of 1.357, that have a significance level of 0.025, which proves the differences between the groups to be significant as well. The most pronounced effect is observed in the third factor, "Package of the wages," which has an SOS of 8.231, an M2 of 2.058, an F-value of 4.790, and a highly significant p-value of 0.001, indicating that salary packages are a crucial determinant in graduates' employer choices. Overall, these results highlight the importance of these factors in shaping graduates' perceptions and decisions regarding potential employers.

H2: The significant impacts of EVP, employer branding, and employee experience on attracting and retaining talent in firms are proven via the above ANOVA test.

Hypothesis 3

Table 4 ANOVA						
		SOS	df	M^2	F	S
Graduates think that having a career plan is important to them, but employers' perception would not support the graduates' career plans	Between Groups	20.582	4	5.146	8.709	.000
	Within Groups	93.356	158	.591		
	Total	113.939	162			
Fake resume of graduates impacts on the organization	Between Groups	9.085	4	2.271	3.665	.007
	Within Groups	97.908	158	.620		
	Total	106.994	162			

Table 3 illustrates and evaluates the perceptions of graduates regarding their career plans and the impact of fake resumes on organizations. For the first factor, "Graduates think that having a career plan is important to them, but employers' perception would not support the graduates' career plan," the between-group sum of squares (SOS) is 20.582, with a mean square (M2) of 5.146, resulting in an F-value of 8.709 and a highly significant p-value of 0.000. This indicates a strong, statistically significant difference among groups, suggesting that perceptions regarding career planning vary significantly between graduates and employers. The second factor, "Fake resumes of the graduate's impact on organizations," shows a between-group SOS of 9.085, an M2 of 2.271, an F-value of 3.665, and a significance level of 0.007, also indicating significant differences in perceptions related to the consequences of misleading information on resumes. Overall, these findings highlight critical discrepancies between graduate expectations and employer perceptions, as well as the serious implications of resume integrity for organizational hiring practices. Therefore, the outcome of one-way ANOVA rejects the null hypothesis.

H3: There is significant variation among the key values of employed and graduates whose work is most in demand in the labor market, as proven by the above ANOVA test.

The findings show that EVP and employer branding play an essential role in defining employee experience and determining employment choices among graduates. The statistical tests yield solid evidence for the study's hypotheses, which connect theoretical frameworks with empirical findings. These findings emphasize the necessity of harmonizing organizational strategies and graduate expectations to develop talent attraction and retention in the digital economy.

4.1 Limitations

The significant shortcoming of the study is the broad diversity of features among the respondents. Consequently, this means that the results might not be generalizable. Human activity is a moving module that cannot be maintained at be constant level. Consequently, the findings of the study are always influenced by the change in behavior of employees. However, the findings at the end of the research may be of use to improve the practices of hiring people in various industries.

5. Conclusion

Digital transformation has significantly reshaped both employer branding and employee value propositions (EVPs), requiring organizations to adapt to new expectations and leverage emerging technologies to stay competitive in the digital economy. As companies embrace digital tools and platforms, their employer branding strategies have evolved from traditional, static approaches to dynamic, interactive, and data-driven processes that engage potential and current employees across multiple touchpoints. Social media, AI-powered recruitment platforms, and real-time feedback mechanisms have enabled organizations to build more authentic and transparent employer brands, allowing them to reach a broader and more diverse talent pool. Similarly, digital transformation has forced a reevaluation of EVPs. In the digital era, employees are no longer motivated solely by traditional benefits such as salary and health insurance; they now seek flexibility, opportunities for professional growth, work-life balance, and a sense of purpose. Organizations that integrate digital technologies into their HR practices, such as flexible work arrangements, virtual learning opportunities, and digital collaboration tools, are better positioned to create compelling EVPs that resonate with the needs of the modern workforce. The influence of digital transformation on both employer branding and EVPs has created opportunities for organizations to build stronger, more personalized relationships with employees, fostering a culture of engagement, innovation, and retention. By strategically leveraging digital tools such as data analytics and AI, companies can continuously refine their employer brand and EVP to stay aligned with evolving employee expectations and market trends. However, the digital transformation of HR practices is not without its challenges. Organizations must carefully navigate issues such as data privacy, cybersecurity, and the risk of alienating employees who may not be as comfortable with technology. Furthermore, companies must ensure that their digital transformation efforts are inclusive and equitable, catering to a diverse range of employee needs and ensuring that all individuals have access to the same opportunities for growth and development. In conclusion, digital transformation is not just about adopting new technologies; it is about fundamentally rethinking how organizations engage with their

workforce and offer value in the digital age. Companies that successfully integrate digital transformation into their employer branding and EVP strategies will be better equipped to attract, engage, and retain top talent, driving long-term success and competitive advantage in the increasingly digital business landscape.

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