

AI-POWERED EMPLOYER EMPOWERMENT: CHANGING EMPLOYER BRANDING AND EXPOSING THE PSYCHOLOGICAL EFFECT

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I. INTRODUCTION

Industrial revolutions have changed the way the economy is structured over time and have been essential to the growth of the economy. In Industry 4.0, digital change is portrayed. Big data analytics, blockchain, the Internet of Things, cyber-physical systems, cloud computing, and virtual reality are examples of emergent technologies that are being developed in the sector. (Thomas et al., 2020). HR innovators should concentrate on identifying the new skills and competencies anticipated for the company in the future. The ability and willingness of the current workforce to upskill should be acknowledged. New talent needs to be attracted, maintained, and coordinated into the organization. (Vidhya Priya & Sundharesalingam, 2022) Employer branding has always been a very laborious, time-consuming, and intangible process. Artificial intelligence has altered that by enabling the ability to precisely customize, scale, target, and assess impact. Additionally, it has shortened the time it takes for businesses to find the proper personnel, allowing them to concentrate on a larger talent pool that was previously out of their reach. (Green, 2023). Employers must advertise their compelling employee value proposition (EVP) to both present and prospective employees. Social media could be quite helpful. Social media is being used extensively by the younger generation in this. Social media boosts an organization's brand image through successful brand communication. (Kashive et al., 2020). In light of this, it has made it possible to drive employer brand from a place of authenticity rather than a piece of work that was likely neither believable nor measurable. Practitioners have been able to scale their efforts across functions and involve stakeholders in employee branding. Better outcomes are the result of increased inclusivity within the organization and understanding. (Green, 2023) Every company

should monitor employee feedback on internal company surveys to be informed about its employer brand. (Cascio & Graham, 2016). Individual people, production, distribution, and analytics aspects are all taken into account by an AI-powered employer branding tool. (Green, 2023).

II. LITERATURE REVIEW

A. Applications of Industry 4.0 for Employer Branding

How AI may develop and support employer branding:

1. Using AI to find the appropriate talent: - With the correct conversational recruitment chatbots, AI is a useful, adaptive, and dynamic tool that can help organizations express their brand story convincingly. AI tools make it easier for the organization and the ideal talent to connect, communicate, and collaborate. (Prarthana Ghosh, 2021).
2. Reassessing how employees are engaged: - Organizations can constantly engage their workforce with their brands by using AI, ML, and deep data. An organization's AI strategy becomes ingrained in daily operations and, as a result, becomes part of the brand. AI-powered employee engagement as a result opens a new window that expands from a few disconnected projects strung together into an involvement culture. (Prarthana Ghosh, 2021).
3. Keeping the AI approach: - AI can facilitate these procedures while supporting the brand, whether it's about making evaluations more moral, feedback and communication more gratifying, or incentives and recognition more pertinent. Collaborative and conversational AI that can deploy strategic initiatives proactively and predictably makes this possible. Employers can create a brand that employees can identify with, find easy to work with, and desire to stick with by making the proper AI solution choices. (Prarthana Ghosh, 2021).

B. Employer branding in Industry 4.0's psychological effects

The psychological effects of these tech-driven tools on staff: Employee psychological experiences are greatly impacted by employer branding in the context of Industry 4.0's technical breakthroughs. In a workplace that is changing quickly, a strategic strategy that unites employer branding initiatives with the advantages of digital transformation may support worker motivation, contentment, and a feeling of purpose. (Cascio & Montealegre, 2016) Organizations can optimize the psychological impact on employees as they traverse Industry 4.0 by fostering a culture of continuous learning, open communication, and an empowered digital workplace. (Beer & Mulder, 2020).

III. GROUNDED THEORY APPROACH

The grounded theory method aids the researcher in examining fresh research issues from many angles and the significance of underlying attitudes and behaviors. (Strauss & Corbin, 1998).

The data is gathered using the grounded theory approach, which uses reported incidences, interviews, observations, recordings, review notes, and web articles to aid in the formulation of new theories. (Corbin & Strauss, 1990). The grounded theory method was utilized in numerous studies on technology

adoption in HRM. (Murphy et al., 2017). (Glaser & Strauss, 1967) In grounded theory, data collection and analysis take place concurrently up until the point of data saturation, and from there, a constant comparison method is employed for data analysis. (Murphy et al., 2017). Industry 4.0 is a cutting-edge HRM technology that can do HRM functions, but there isn't much research looking into how Industry 4.0 is being adopted for Employee branding, so it's important to understand how it's being adopted. To create a framework for the use of Industry 4.0 and its contribution to employee branding. we, therefore, use the grounded theory approach to investigate this important area of research. The method of data collection is described below.

IV. THEORETICAL SAMPLING

Theoretical sampling, according to qualitative research, is the process of gathering data from a population sample and comparing replies to create a new theory. (Allan, 2003; Butler et al., 2018). "A process of collecting data to explore further concepts developed during prior analysis" is called theoretical sampling (Butler et al., 2018). This process involves gathering the data, analyzing it, and creating programs, which are then used to create concepts from the data. (J. M. Corbin and A. Strauss, 1994). This sampling is considered to be completed after the data saturation which means there are no novel concepts, information, and properties revealed during the collection of data (Glaser & Strauss, 1967). This saturation of data is defined as theoretical saturation.

A semi-structured questionnaire was created taking into account the size of this investigation. Six subject-matter experts from IT companies pretested this questionnaire. This expertise included chief HR managers, business partners in HR, and heads of technology. These experts were shown the questionnaire and asked for their opinion before it was finalized, ensuring the face validity of the instrument. Below is a description of the final questionnaire that was created using advice from experts and books. (J. M. Corbin and A. Strauss, 1994).

1. What is the use of Industry 4.0 for employee branding?
2. How does Industry 4.0 automate and improve employee branding?
3. How Industry 4.0 can contribute to employee branding?
4. How have these technologically advanced technologies affected staff members' mental health?

Purposive sampling was used for the final data collection. Interviews were conducted with technology directors, HR business partners, and head HR managers who are mostly in charge of the organization's shift to a digital HR model. Interviews were recorded with their consent, and it has been established that their identities were kept secret.

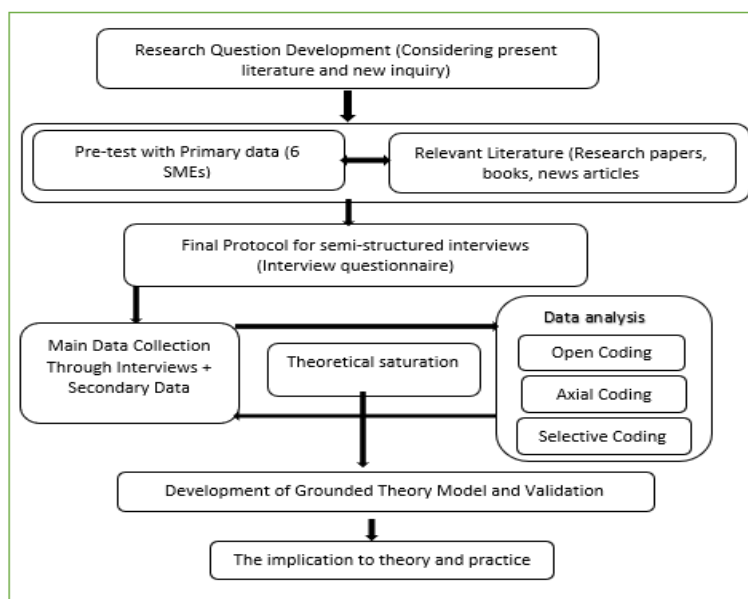


Fig 1: Procedures For Gathering and Analyzing Qualitative Data Using The Grounded Theory Method

A total of 32 respondents were surveyed in three months and as per qualitative research standards, it is a suitable sample size (Marshall et al., 2013). The theoretical saturation was observed after the 32nd interview and the collection of data was completed. (Saunders & Townsend, 2016). A total of 32 respondents from 16 companies were interviewed which included 24 % technology heads, 37 % HR business partners, and 39 % Head HR managers. These respondents have work experience – of 10 to 20 years (32 %), 20 to 30 years (41%), and 30 plus (27%).

V. DATA ANALYSIS AND FINDINGS

While analysis data – open, axial, and selective coding was done sequentially and this coding process is called "meaning condensation". (J. M. Corbin and A. Strauss, 1994). Analysis of data immediately after the 1st interview as collecting data and its analysis is a concurrent process. (Glaser & Strauss, 1967). Coding was done below:

Open coding – We have transcribed the interviews which were recorded and this was done immediately after the collection of data. The role of coder and non-coder was played by both the author which established the inter-rater reliability. In this process, we derived 102 codes and These codes were developed considering the underlying concept of Industry 4.0 use in various functions of HRM and its impact on HR performance.

Axial Coding: We used a continuous comparison approach for analysis and deleted the repetitive codes. The categories were generated from these codes in consideration of similarity and difference. Finally, after grouping categories emerged and were Industry 4.0 used for HRM and HR performance.

Selective coding- Five themes have been developed as a result of our evaluation of the categories that emerged and our investigation of how they relate to the constant approach: Employing Industry 4.0 for employee branding, Employer Branding, Internal Employer Branding, and External Employer Branding, Psychological impact on employee. This data analysis was carried out using the NVivo 8.0 program, and it was finished after the 39th interview, at which point theoretical saturation occurred.

VI. VALIDATION OF ANALYSIS OF DATA

We suggested in grounded theory, we have done triangulation to validate the results analysis of data. (John W. Creswell & DanaL. Miller, 2009; Jonsen & Jehn, 2009). We have validated our work by ensuring in-depth conversations between the authors, researching the literature, and receiving opinions from experts and respondents. (Jonsen & Jehn, 2009).

VII. THEMES AND PROPOSED MODEL (GROUNDED THEORIZING METHOD) PROPOSED FRAMEWORK

A. Theme I – Employing Industry 4.0 for employer branding

According to HR managers, it is a chance to improve HR procedures, recruit top talent, differentiate from rivals, and improve the employee experience. To fully reap the rewards of these technologies, they are conscious of the difficulties that are there and must take proactive measures to solve knowledge gaps and privacy issues.

Industry 4.0 can be used in employer branding (Thomas et al., 2020)

1. Data-driven employee insights: To comprehend your employees' goals, needs, and preferences, use data analytics and machine learning solutions. This might include social media interactions, engagement surveys, performance data, and employee feedback analysis. (Salvadorinho & Teixeira, 2023).
2. Personalized employee experience: Utilize Industry 4.0 technologies to provide employees with customized experiences, such as automation and artificial intelligence (AI). This might include learning and development objectives, avenues for communication, and customized career paths. (Moganadas & Goh, 2022).
3. Digital employee engagement platforms: Establish digital platforms like as intranets to facilitate staff collaboration, communication, and knowledge sharing. These platforms can provide employees with the opportunity to collaborate on projects, exchange expertise, and engage with the company's values and culture. (Lukić-Nikolić, 2023).
4. Gamification and Rewards: Encourage staff members and reinforce desired behaviors by using gamification techniques. Employ Industry 4.0 technology in your rewards and recognition programs to track and honor employees' achievements and efforts. (Alsawaier, 2018).

B. Theme II Employer Branding

Since a company's brand is one of its most important assets, brand management is a major responsibility for many businesses. Although companies frequently concentrate their branding efforts on creating their corporate and product brands, branding may be applied in the HRM sector as well. The process of integrating branding concepts into human resource management is known as employee branding. (Backhaus & Tikoo, 2004) In general, an employer brand consists of two components: a value proposition that is decided upon, developed, and shared with prospective applicants; and second, a mark of identification with the brand, such as a name, sign, design, etc. Placement services, employment agencies, and so on. To create a good employer brand, a company has to attract both current and potential employees. (Thomas et al., 2020).

C. Theme II [A] Internal Employer Branding

Employee perception of the brand is known as internal employee branding. (Hankinson, 2004)

Internal employer branding aids in workers' understanding of the brand by disseminating brand values. Internal organization promotion is aimed primarily at the organization's workforce. Three strategies can be used to achieve internal employer branding: first, by making the brand's values evident to staff members; second, by convincing staff members of the brand's competitive advantage; and third, by enlisting the support of every staff member in accomplishing the common goal of delivering the brand essence. One strategy for achieving internal brand management is internal marketing orientation, sometimes known as marketing to the internal audience. (Bergstrom et al., 2002) Initiatives for recruiting, engagement, and retention to enhance a company's employer brand are referred to as employer branding. (Brett Minchington, 2010).

1. Automation and AI in Recruitment: HR personnel may concentrate on strategic and value-added duties by automating repetitive recruiting operations with the integration of RPA. This effectiveness is consistent with Industry 4.0's focus on automation as a means of boosting output and optimizing resources. Utilize AI to examine competitor activity, market trends, and applicant behavior to make dynamic adjustments to your recruiting efforts. This is consistent with Industry 4.0's focus on flexibility and response to outside influences. (Hemalatha et al., 2021).
2. Employee training and development: Employ AI to evaluate and align employees' abilities with Industry 4.0's changing requirements. As you emphasize the organization's dedication to keeping its workers up to date on technology changes, provides individualized learning routes for skill development. creating training courses that cover subjects like cybersecurity, robotics, artificial intelligence, and data analytics—skills needed for Industry 4.0. This illustrates the company's dedication to remaining on the cutting edge of technology development. (Rashad Yazdanifard, 2014).

3. Remote and flexible employment opportunities: Offering employees flexibility in their work hours enables them to more effectively balance work and personal obligations. This supports a more harmonious work-life balance and is consistent with the industry 4.0 idea of a comprehensive approach to worker well-being. Employers may access a worldwide talent pool by using remote work. This makes it possible to hire people with a variety of specialized abilities, which is in line with Industry 4.0's focus on utilizing talent from across the globe. (Urbaniec et al., 2022).
4. Performance management is driven by data: Transparency and objectivity are achieved in performance evaluation through the use of data-backed measures. This supports a just and meritocratic culture and enhances the internal employer brand by demonstrating a dedication to objective performance evaluation. The organization's commitment to its strategic objectives is strengthened when performance measures are in line with organizational goals and key performance indicators (KPIs). This alignment fosters a healthy internal culture by communicating a common vision and purpose. (Buckingham, 2014).
5. Employee Engagement: For real-time communication, teamwork, and feedback, make use of digital communication tools and platforms. This is in line with Industry 4.0's digital focus and presents the company as forward-thinking and tech-savvy. Use digital channels to reward and recognize employees. Acknowledging accomplishments online strengthens an employer's favorable reputation and promotes an acknowledgment-based culture. (Lukić-Nikolić, 2023).

D. Theme II [B]External Employer Branding

External employer branding encompasses any endeavor undertaken by an organization outside of its walls to establish a reputation as the finest employer, or First Choice of Brand (FCB). It is meant for an external audience. using CSR, social media, websites, ad agencies (TV, FM, sponsorship, etc.), seminars, and more techniques. (Charbonnier-Voirin et al., 2016) Developing a great employer brand is the best way to attract, entice, and retain the right candidates who suit your culture and will help leaders grow their company. Like any other brand, employer branding is all about perception. (Tina Radford Tina Radford, 2009).

1. Global labor Trends: Emphasize remote work possibilities and other flexible employment arrangements. In the age of Industry 4.0, with its pervasive digital connectivity, encouraging remote work shows flexibility and satisfies the needs of a worldwide workforce. Organize webinars, online career fairs, and virtual interviews. Adopt digital recruiting procedures that are in line with Industry 4.0 trends to demonstrate the company's tech-savvy attitude and make the employment process available to a worldwide audience. (Ključnikov et al., 2023).
2. Industry Collaboration: Create strategic connections with important players and leaders in the market. Working with well-known companies strengthens the employer brand externally by associating it with leadership in Industry 4.0 technology and industry knowledge. Collaborate on research and development initiatives with other industry participants. (Migdadi et al., 2012).

3. **Regulatory Compliance:** Share the company's strong cybersecurity policies. Reassure all relevant parties, such as staff and clients, that the company is dedicated to protecting confidential data in the digital era of Industry 4.0. Organizational policies and procedures of compliance should be documented and disseminated. Transparency in these areas demonstrates the organization's commitment to responsibility, which helps with external employer branding. (Herb Mattord & Michael E. Whitman, 2007).
4. **Social Media and Online Presence:** Make use of these platforms to showcase the values, culture, and accomplishments of your staff. To advance employer branding campaigns, encourage employees to talk about their own experiences on social media and promote the company's brand. (Teixeira & Salvadorinho, 2023). Interact on social media with thought leaders, professionals, and industry influencers. Developing connections with influencers may help an organization become more visible and credible in Industry 4.0 conversations. (Garcia-Morales et al., 2018).

E. Theme III [B] Psychological Impact on Employee

1. **Increased opportunities for learning and skill development:** Intrinsic motivation is fueled by possibilities for learning. When workers believe their employer is interested in their professional development, they are more likely to be engaged in their jobs. This psychological effect helps to create a motivated staff that is excited about playing a part in the success of the company. Workers adopt a growth attitude, viewing setbacks as chances to improve and gain knowledge, which enhances psychological fortitude. (Ra et al., 2019).
2. **Increasing the loyalty of employees:** Employees who identify with the organization's values and mission are more likely to have a strong emotional bond, which promotes loyalty in Industry 4.0, where technology and innovation are paramount. People who feel empowered and trusted in Industry 4.0, where innovation is key, are more likely to stay loyal and value the freedom to make significant contributions to the company. (Velooso et al., 2021).
3. **Collaboration and communication are improved:** Employer branding may indicate to staff members that the firm prioritizes productivity and easy cooperation by showcasing the organization's dedication to using state-of-the-art communication tools. This facilitates smooth information flow and lowers obstacles to communication, which has a beneficial psychological effect. (Salvadorinho & Teixeira, 2023).
4. **Strengthens mission focus:** A sense of connection and ownership is fostered by employer branding that emphasizes staff participation in defining the purpose. Employees who believe they have helped define the purpose are more likely to be psychologically involved in its accomplishment in Industry 4.0, where teamwork is essential. Strong employer branding that highlights how the purpose is integrated into day-to-day activities has a beneficial psychological effect. In Industry 4.0, workers have a feeling of purpose in their daily activities because they know how their job directly advances the organization's aim. (Cascio & Montealegre, 2016).

5. Enhances retention and hiring: A clear employer brand that highlights the values and culture of the company adds to the psychological effects of cultural fit. Workers who connect with the organization's culture are more likely to feel like they belong there and are thus more likely to stick around. Putting in place employee advocacy initiatives as a component of corporate branding encourages involvement and a feeling of community. Workers who are ambassadors for their company experience a stronger sense of belonging, are more inclined to stick around, and project a favorable image to the outside world. (Kuume & Angula, 2020)
6. Building organizational leadership: Employee psychology is impacted by employer branding that features inspiring and visible leadership. Actively committed leaders who convey a compelling future vision and instill confidence can help to improve the perception of organizational leadership in Industry 4.0. (Connally & Morris, 2017).
7. Enhanced Independence and Power: An employer's emphasis on flexibility and autonomy in their branding has a psychological effect on workers. Employees in Industry 4.0 feel more empowered to oversee their jobs and feel more independent since technology improvements allow for flexible work hours and remote employment. (Beer & Mulder, 2020).
8. Enhanced staff well-being: A strong emphasis on work-life balance in an employer's branding has a beneficial psychological effect. As they perceive the organization's understanding of the significance of a good work-life balance in the context of Industry 4.0, employees feel appreciated and supported, which fosters a sense of well-being. (Linda Rafnsdottir et al., 2004).
9. Increased index of glass doors: Positive ratings are more likely to be left by contented workers. Emphasizing the company's dedication to digital transformation and technology breakthroughs helps to build a favorable impression with staff members. Positive evaluations on Glassdoor are more likely to be shared by staff members who believe they work in an innovative environment, which raises the Glassdoor Index. (Picardi, 2019).

Table 1: Themes Emerged

Selective Code	Axial Code	Open Code (With % Respondents)
I) Employing Industry 4.0 for employer branding	Data-driven employee insights	Gather employee insights and comprehend their requirements, desires, and goals by applying data analytics and machine learning approaches. (78%)
	Personalized employee experience	Customized career routes, specialized communication channels, and individualized learning and development plans may all be achieved with Industry 4.0. (81%)
	Digital employee engagement platforms	Give staff members the chance to participate in initiatives, demonstrate their knowledge, and interact with the culture and values of the company. (77%).
	Gamification and Rewards	Utilise Industry 4.0 technology to monitor and reward staff members' accomplishments and contributions. (75%).
II) Employer Branding	Corporate brand	Standing and perception of the business as a place to work



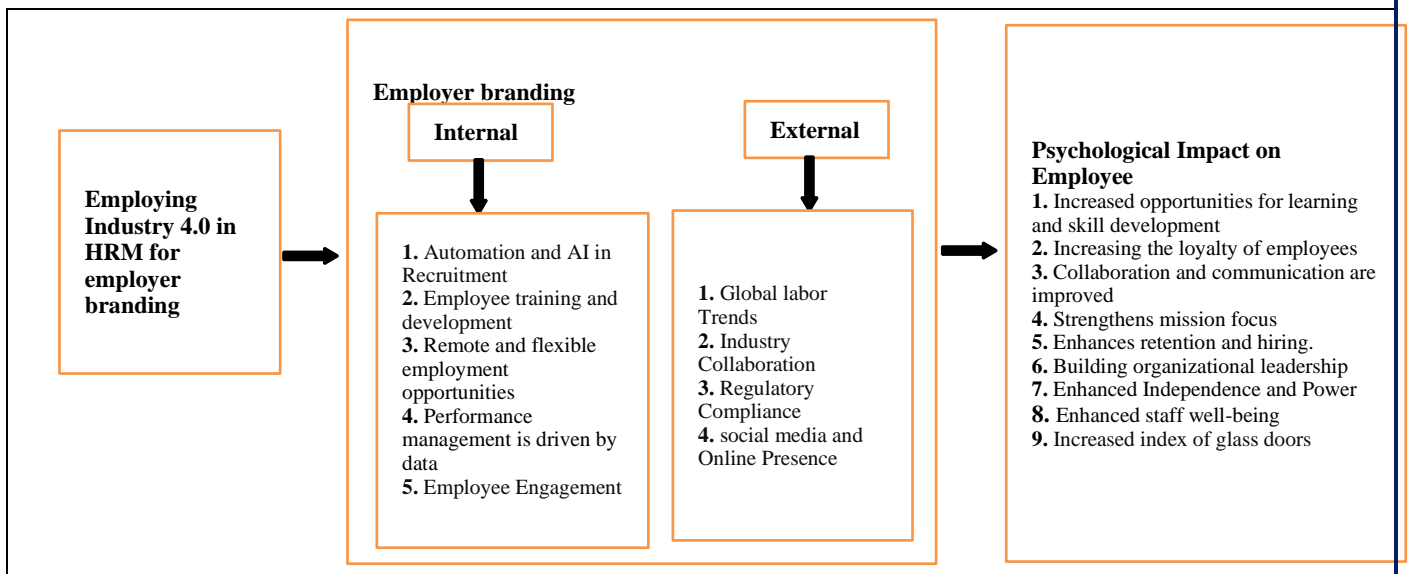
I) Internal Employer Branding	Automation and AI in Recruitment	Automating onboarding procedures to streamline the process and improve employee satisfaction.
	Employee training and development	To become a better leader, Industry 4.0 may offer individualized training and assess feedback and training (81%)
	Remote and flexible employment opportunities	Presenting a modern, employee-friendly image to attract a diverse pool of personnel.
	Performance management is driven by data	Fairness, impartiality, and transparency are enhanced by data-driven performance management, which contributes to the development of a positive internal employee brand.
	Employee engagement	Using digital platforms to implement ongoing feedback systems for increased staff engagement.
II) External Employer Branding	Global labor Trends	Telecommuting, flexible work schedules, and remote work are made feasible by Industry 4.0's digital connection and collaboration tools. (81%)
	Industry collaboration	Working together with outside organizations, including trade associations or colleges
	Regulatory compliance	Respecting global data protection legislation and making sure HR procedures comply with privacy laws
	Social Media and Online Presence	Making use of social media channels to demonstrate the organization's dedication
III) Psychological Impact on Employee	Increased opportunities for learning and skill development	Industry 4.0 typically requires personnel to reskill and upskill in order to adapt to new technologies and processes. (76%).
	Increasing the loyalty of employees	Workers exhibit a high degree of loyalty, devotion, and dedication to their employer. (77%).
	Collaboration and communication are improved	Better communication leads to better internal connections and a pleasant employee experience, which in turn creates a strong internal employee brand. (73%).
	Strengthens mission focus	A more concentrated effort to highlight the core values that underpin your brand and the specific ways in which you add value for each of your target customers and the broader public.
	Enhances retention and hiring.	Creates a magnetic pull that keeps teams together for longer, which increases continuity, cohesion, and performance.
	Building organizational leadership	An increase in employee trust and confidence
	Improved Learning and development	With the use of these technologies, employees may reskill, learn new skills, and enhance their current ones rapidly.

	Enhanced Independence and Power	Ability Employers may be able to give their employees more time to concentrate on more intriguing and difficult projects by automating tedious and repetitive tasks.
	Enhanced staff well-being	Organizations demonstrate their commitment to the overall professional development of their staff.
	Increased index of glass doors	Positive employee reviews and high ratings on Glassdoor may be used to infer information about a company's work-life policies, compensation, management style, culture, opportunities for career growth, and other factors that affect employee satisfaction.

VIII. PROPOSED FRAMEWORK USING THE STIMULUS-ORGANISM-RESPONSE (SOR) MODEL

The proposed research framework is anchored in the Stimulus-Organism-Response model (Anderson, 1995). This theory emphasizes stimuli (S) from the environment directed to the organism (O), which in turn, leads to behavioral response (R). Industry 4.0 has created a storm in the business environment and various HR functions, we have studied the adoption of Industry 4.0 using S-O-R Model.

We created a proposed model taking into account the themes and discussion points with HR managers. The model demonstrates how the development of technology has influenced the adoption of Industry 4.0 for HRM and its subsequent effects. It has also influenced the development of leadership style and organizational structure.



IX. IMPLICATIONS

This research provides the theoretical model revealing the use of Industry 4.0 for various HR functions and its impact on the adoption intention of Industry 4.0 for HRM and Employee branding. This is the first study that highlights the implications of Industry 4.0 for HRM. Overall, the rise of Industry 4.0 and other AI technologies has important theoretical implications for HRM. A study on AI-powered

company Empowerment provides insightful information on how company branding is evolving and how modern technology is affecting workers' psychological well-being. (Linda Rafnsdottir et al., 2004) HR professionals will need to be proactive in adapting to these changes to remain effective and relevant in a rapidly evolving landscape. This work contributes to the technology and innovation adoption in HRM. Leaders can also understand the use of Industry 4.0 for the development of their leadership style. HR Professionals can understand the implication of Industry 4.0 for HRM and its contribution to Employee branding. By examining these ramifications, it advances knowledge of how AI affects perceptions and general well-being within organizations, as well as the employer-employee relationship. HR managers can understand the use of Industry 4.0 in various functions of HR and how they can use Industry 4.0 effectively (Salvadorinho & Teixeira, 2023).

X. CONCLUSION LIMITATIONS

This research qualitatively provides a novel and comprehensive framework for the adoption of Industry 4.0 for HRM and its contribution to Employee branding. Most of the HR managers surveyed are assertive about the adoption of Industry 4.0 for Employee branding. The findings of this research reveal that Industry 4.0 has applications in various functions of HRM and HR managers are ready to adopt the same. This study advances our knowledge of how employer empowerment enabled by AI is altering modern employment environments. Organizations may establish settings that prioritize the overall well-being and professional growth of their people while simultaneously embracing technology improvements by making educated decisions based on an understanding of the psychological repercussions. Further, the adoption of Industry 4.0 for HRM can contribute to HR performance by automating tasks and analyzing the HR data for predictions and decision-making. Furthermore, it can help in saving the cost as well. Going forward, as the mutually beneficial interaction between humans and AI develops, it will be crucial to do a continuing study and assess the effects on employee psychology and employer branding. This study lays the groundwork for future research into the subtleties of AI's impact on the nature of work, to create workplaces that empower workers and promote a positive, flexible organizational culture. It is intended to be a resource for researchers, practitioners, and organizational leaders.

This study limits itself by conducting qualitative research however further quantitative research can be conducted. Further research can be conducted to explore the issues related to Industry 4.0 and barriers to the adoption of Industry 4.0 to consider.

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