

CHATGPT AND DIGITAL COMPETENCES IN THE DEVELOPMENT OF EMPLOYER BRANDING

Anna Nowacka

Faculty of Management, Czestochowa University of Technology

e-mail: anna.nowacka@pcz.pl

ABSTRACT

The article outlines the scope of the issues surrounding the use of ChatGPT as a tool for creating employer branding. It is presented how the artificial intelligence tool can be used in external activities. The aspect related to digital competences, which are very important in the light of ChatGPT, is also taken into account. The research objective of the article is to assess the impact of modern digital tools based on artificial intelligence for employer branding, i.e., employer branding. Equally important is the use of digital competences, which contribute to the application of more advanced digital solutions. In order to address the research problem, a pilot quantitative study was conducted on a random sample of respondents. The research showed that there is low awareness of the existence of modern artificial intelligence tools and, consequently, the strengthening of employer branding activities through the use of innovative solutions. On the other hand, respondents believe that digital competences, i.e., knowledge, skills and experience to be used in the future, are of increasing importance. The research showed links between employer branding, digital competences and ChatGPT. A limitation of the research is the random selection of respondents, as well as the very nature of the pilot study.

Keywords: *Artificial Intelligence, ChatGPT, Digital competences, Employer Branding*

INTRODUCTION

Employer branding is the process of creating an employer brand, is recognised as one of the most important human resources management processes in companies. More and more organisations are hiring experts in this field to professionally deal with topics related to employer branding inside and outside companies. The term employer branding appeared in the literature in 1996. It was defined by S. Barrow as a tool aimed at creating benefits and added value for companies [Barrow, 1996]. Since then, the concept has been developed and the definition has changed according to its creator. As far as the practitioner's approach to employer branding is concerned, it defines a totality of activities aimed at building such an image of an employer that can be described as an 'employer of choice'. Such companies stand out from others through their organisational culture, working environment and, most importantly, opportunities for development and career planning. The most important employer branding measures that companies should employ include:

- targeting social media and mobile applications,
- organising job fairs, open days, remote webinars,
- getting ambassadors to promote employers,
- interactive games, blogs to support recruitment activities [Nazdrowicz, 2015].

Among artificial intelligence tools, ChatGPT is gaining increasing importance. It is a system that is based on natural language processing. It was developed by OpenAI. The aim of creating ChatGPT is to understand the context of a conversation and to be able to prepare answers to the questions asked. A special feature is that it can generate answers in different languages, including English, German and Spanish. The added value is the creation of answers of different nature and style [Deng, Lin, 2022]. The tool has a very high potential and many possibilities to be used. ChatGPT can therefore be used to strengthen employer branding activities to enhance employer branding.

Digital competences are the knowledge, skills, aptitude to use the latest digital technologies. They are an integral part of operating applications, systems or tools. Employers are paying increasing attention to digital competences in the employees they hire. It is not without reason that digital competences are singled out as the competences of the future.

The aim of this article is to assess the impact of modern digital tools based on artificial intelligence for employer branding, i.e., employer branding. Equally important is the use of digital competences that contribute to the application of more advanced digital solutions.

The article reviews the current literature on the subject using the desk research method, presents the methodology of the research process and the results of the pilot study conducted. The author refers to the latest report results and the conclusions are summarised in the conclusion.

LITERATURE REVIEW

Employer Branding

One of the most important, and crucial, resources in any company is human capital. Companies focus their activities on external customers in order to meet their expectations and provide quality products, or services. Less attention is paid to the employees employed and their job satisfaction, which determines the success of a given enterprise [Vercic, 2021]. It is the success of an organisation that is determined by attracting the best possible professionals and experts in the respective fields [Berthon et al., 2005].

Employer Branding as a term was coined and popularised in the 1990s to describe the entirety of talent management and activities aimed at retaining talented employees. It ranks as one of the most recent approaches to organisational management. The topic of employer branding has been reviewed by many researchers. These can include: S. Tikoo, K. Backhaus, G. Martin, M.J. Hatch or M. Schultz and many others.

K. Backhaus and S. Tikoo believe that employer branding is a process approach focusing on the creation of a customised employer identity. It is primarily based on the creation of a corporate brand that takes into account the interests of customers [Backhaus, Tikoo, 2004]. The corporate brand is designed to keep the organisation at a certain level in the market, so that it is perceived as attractive, also taking into account a strongly qualified workforce [Messini, 2022].

Figure 1 shows a model according to M.J. Hatch and M. Schultz - VCI (Vision - Culture - Image), which graphically illustrates the theme of building a very strong corporate brand. It is based primarily on corporate identity. It consists of three elements:

- the organisational culture, which is directly related to the company's employees,
- the image from a stakeholder perspective as an external environment,
- the strategic vision created by the company led by its management [Hatch and Schultz, 2008].

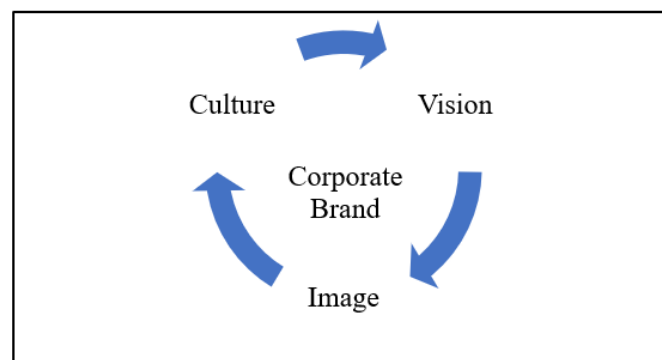


Figure 1. Model according to M.J. Hatch and M. Schultz – VCI (ang. Vision – Culture – Image)

(Source: Own study based on: M.J. Hatch, M. Schultz, Taking brand initiative: How companies can align strategy, culture, and identity through corporate branding, John Wiley & Sons, San Francisco 2008, s. 11)

According to G. Martin, employer branding centres around attracting talented employees to a company. In contrast, the overarching goal is to identify with the company brand itself, its mission, vision and goals. Achieving organisational performance is an important element [Martin, 2008].

The essence of employer branding is for the employer to build a pleasant and good place to work for current employees (this influences their commitment, motivation and many other factors) and potential candidates (the creation of the employer brand in the external market is relevant here) [Szydło, 2022]. Activities have been intensified by the global COVID-19 pandemic, which has determined the attitude of managers to pay even more attention to organisational values [HRM Institute, 2022].

A key one becomes the EVP (Employee Value Proposition), which defines a set of competitive, innovative and attractive values for employees. They are designed to meet employees' expectations and desire to stay longer in the organisation. EVPs need to be tailored to the individual and have enough impact that the employee will bond with the company. [Matuszewska-Kubicz, 2021]. Over the last few years, one can observe a change in the tools that are used in employer branding activities. These can include:

- the rise of social media tools (TikTok, Instagram Reels) - employer branding is done through the aforementioned tools, which potential employees from generation Z, or Millennials, look into on a daily basis. This builds interest and creates an engaged community.
- the creation of an EVP (Employee Value Proposition) represents the preparation of unique, innovative values for the employee that the employer can offer. Activities are diversified depending on the target group.
- candidate experience, i.e., the experience, emotions and impression that accompany the person who will be employed by the company. Everything contributes to employer branding.
- various forms of remote working are even becoming a standard expected by employees. It is not a differentiator for competitors [Buczowski, 2022].

Increasingly, artificial intelligence tools are being used for employer branding activities which include: ChatGPT. The tool has found application in employer branding. It includes activities such as:

- assisting potential job candidates in recruitment processes,
- supporting recruitment processes by responding to various enquiries,
- maintaining continuous automated interactions,
- automating training and influencing employee development in a broad sense.

Technologies that use artificial intelligence are a key component of Applicant Tracking Systems (ATS) to track candidates. As such, technologies that identify the best candidates for a vacancy in seconds. ChatGPTs are used to automatically respond to candidates in real time. They also allow the responses to be personalised and the information provided to be highly relevant. The use of these types of tools directly affects the recruitment process itself, but also the overall focus of employer branding [Ordioni, 2023].

ChatGPT (Generative Pre-trained Transformer) is a language model that was developed by OpenAI. This type of model uses very deep learning in its specification, which is intended to prepare human-like responses. It is worth mentioning that the tool is public [Kirimani, 2022]. The possibilities for using ChatGPT are very diverse. The tool is characterised by the fact that it can respond to text requests, answer questions or perform more advanced and complex tasks, e.g., in human-to-human discussions [Liu et al., 2021], as well as work in a remote working model [Nowacka, Jelonek, 2022].

ChatGPT can support companies in creating a strong and competitive employer brand. Special attention should be paid to its broad functionalities. Chatbot applications can easily present the values, corporate culture and benefits that potential candidates can gain. ChatGPT also offers content creation, social media posts, blogs, signatures. All this determines the maintenance and further creation of the employer brand at a very high level [Kaur, 2023].

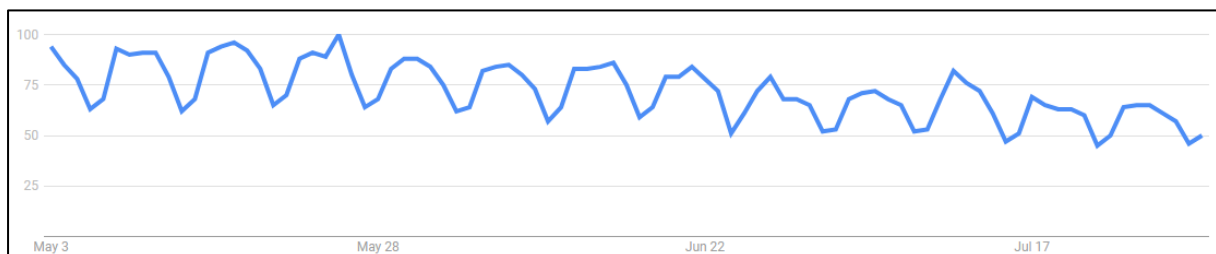


Figure 2. Trend for the word ChatGPT

Figure 2 shows searches for the phrase 'ChatGPT' in the Google Chrome browser by users from around the world over the last three months.

(Source: Google trends)

The graph is characterised by a high frequency of searches for the word by users. There were more searches at the beginning of May. As time went on, interest decreased slightly. In contrast, searches for information on ChatGPT are very popular.

Digital Competences

The implementation of modern technology-based tools would not be possible without so-called digital competences. According to the Council of the European Union, digital competences are among the eight other competences that are essential for lifelong learning. The others include: reading competence, social writing competence, multilingual competence, etc. [European Union, 2018] and abstract thinking [Jelonek, Stępnia, 2014]. According to Wan Ng, digital competence is the outcome of three dimensions, which include:

- technical - encompasses all the technical skills through which digital technologies can be used,
- cognitive - is based on skills related to critical thinking, which is associated with the creation of digital information,
- social-emotional - is related to the responsible and rational use of resources such as the Internet in order to establish relationships [Ng, 2012].

Digital and technical competences are categorised as hard competences. However, what is most relevant is that they cannot be explicitly categorised as data analysis, programming or digital skills in the broadest sense. Digital competences need to be looked at a bit more broadly also from the perspective of solving difficult problems [Włoch, Śledzińska, 2019]. Digital competences need to be adapted to changes in the external environment. Skills, knowledge, experience in the field of digitisation allow one to find oneself quickly in a turbulently changing world.

Digital competence can include:

- digital mindset, which defines an openness to understanding the mechanism of technology, and therefore an agile and flexible understanding of the world, as well as the changes in it. It is also an innovative approach that has the capacity to adapt very quickly. It is characterised by interacting with the digital world and using the tools available,
- lifelong learning, which is a key digital competence. Continuous, permanent change requires continuous learning, the acquisition of new knowledge, as well as the acquisition of different skills. Within lifelong learning we can mention: reskilling is the result of technological progress, which results in the acquisition of new competences, skills that enable us to put ourselves in a role that is new to us. The opposite is upskilling, which involves modifying what we have already acquired in terms of knowledge, competences or skills. Lifelong learning accustoms people to the fact that knowledge is not a fixed element. What we know and know today may be ephemeral.
- digital tools and platforms are an integral part of digital competence. Digital knowledge and skills enable proficient use of digital tools, which also respond to the changing external and internal environment. Both digital tools and platforms are under constant development. They are being adapted to different business models of companies [Digital University, 2021].

There is therefore a very high correlation between artificial intelligence tools, of which ChatGPT is one, and digital competence. The knowledge and skills of employees must keep up with digital innovations, which are constantly evolving. This will maintain competitiveness and has a direct impact on the continuous improvement of quality of life. ChatGPT, as an advanced technology, influences employees' digital skills, which are related to the use of communication tools or the creation of new content. With digital competence, it is easier to understand the mechanics of artificial intelligence, and therefore to use algorithms to achieve various business and strategic goals. It also translates into lifelong learning in areas related to digital technologies [Frąckiewicz, 2023].

Another aspect worth considering is the importance of digital competence in the VUCA environment. Given the rapidly changing environment, VUCA determines the entirety of digital and technical competences [Nowacka, Rzemieniak, 2022]. Which makes lifelong learning even more important.

METHODOLOGY OF RESEARCH

Based on a critical analysis of the literature, the research objectives were identified:

- to evaluate artificial intelligence tools that are used in employer branding,
- to evaluate the usefulness of ChatGPT in employer branding,

– assessment of the relevance of digital competencies in employer branding.

In this article, the author set the following research hypotheses:

H1: The use of ChatGPT positively influences a company's employer branding.

H2: Digital competence determines knowledge of modern digital tools to improve employer branding.

H3: Employer branding significantly influences the perception of companies by potential candidates.

The critical analysis of the literature carried out was the basis for the preparation of the research tool. Quantitative research was conducted from 31.07-06.08.2023 on a random sample of respondents. Respondents completed an online questionnaire, which was made available on a platform on the website. Those responding to their questions were provided with a link to the questionnaire. The survey was fully anonymous and participation was voluntary. It is worth mentioning that the survey had a pilot character.

The survey consisted of 6 factual questions and a metric. The limitation of the survey is the random sample of respondents and the very nature of the survey showing a certain section of trends. The research focused on the thematic areas addressed in the article, namely employer branding, digital competences and artificial intelligence tools, including ChatGPT. 250 respondents took part in the survey.

Gender	Female	139	55,6%
	Male	111	44,4%
Age	Less than 25	38	15,2%
	25-40	80	32%
	41-60	86	34,4%
	More than 60	46	18,4%
Position	Specialist positions	196	78,4%
	Manager positions	54	21,6%

Table 1 presents a metric describing the respondents. It includes information on the gender, age and positions of the respondents taking part in the survey.

Table 1. Metrics of respondents'

(Source: Own study)

Respondents were employees in industries such as trade, construction, energy, industry, finance and services.

THE RESULTS OF STUDIES

The subject areas addressed in this article are very important as they affect the position of companies in the market and their competitiveness vis-à-vis others. The questions posed to the respondents were of a general nature. Table 2 shows the respondents' answers to the questions asked in the online questionnaire.

The first question asked in the survey was whether respondents knew what ChatGPT was and what it consisted of. More than half of the respondents, 54.8 %, do not know what ChatGPT is and what it is used for. In contrast, 45.2% of respondents have a basic knowledge of the artificial intelligence tool.

Question	Answers	Respondents' answers	Respondents' answers in [%]
Do you know what ChatGPT is?	Yes	113	45,2%
	No	137	54,8%

Table 2. Respondents' answers regarding their knowledge of ChatGPT

(Source: Own study)

For further analysis, the responses of those respondents who know what ChatGPT is and answered the question in the affirmative were taken into account. Familiarity with the tool makes it possible to answer the other questions in the survey.

Table 3 shows the respondents' answers to questions on employer branding and digital competences. The first question asked whether employer branding and its activities have a positive impact on the brand of the company to which potential candidates wish to apply. The results show that 51% of respondents answered in the affirmative - agreeing that all activities that influence employer branding are perceived positively. In contrast, just under 49% of respondents believe that employer support activities do not have an impact on their final choice. This is very often due to the fact that people working in other departments within companies are not informed of what activities are undertaken as part of internal and external employer branding and do not pay attention to such activities when looking for a new job. The second question referred to the importance of digital competence in today's world and knowledge of modern IT tools or software designed for this purpose. More than half of the respondents believe that digital competence determines knowledge of modern IT tools. Knowledge and skills in this area allow for quicker use of new tools and programmes appearing on the market. A negative perception is found in 48% of respondents. They believe that there is no correlation between digital competence and the tools used to operate the programmes.

Question	Answers	Respondents' answers	Respondents' answers in [%]
Do you think that a well-chosen Employer Branding positively influences the perception about the company by potential candidates?	Yes	58	51%
	No	55	49%
Do you think that digital competence determines knowledge of modern IT tools / programmes?	Yes	59	52%
	No	54	48%
Do you think that ChatGPT as one of the artificial intelligence tools influences the Employer Branding activities undertaken by companies?	Yes	48	42%
	No	65	58%

Table 3. Respondents' answers to the survey questions
(Source: Own study)

Another question in the survey referred to the impact of ChatGPT on the employer branding activities that companies undertake. Only 42% of respondents believe that ChatGPT can influence the actions taken by companies, while a staggering 58% believe that it cannot. Respondents see no need for artificial intelligence tools to support employer branding activities in the market.

Figure 3 shows respondents' answers to the question: which employer branding activities do they consider most important. According to the respondents, the most important are: organisational culture (34%), the importance of social media to communicate information about employers (32%) and other employees' opinions about employers (31.2%). Respondents consider the following to be the least

important: EVP as a set of unique values for a given company (14.4%) and Candidate experience referring to the entire recruitment process (16%).

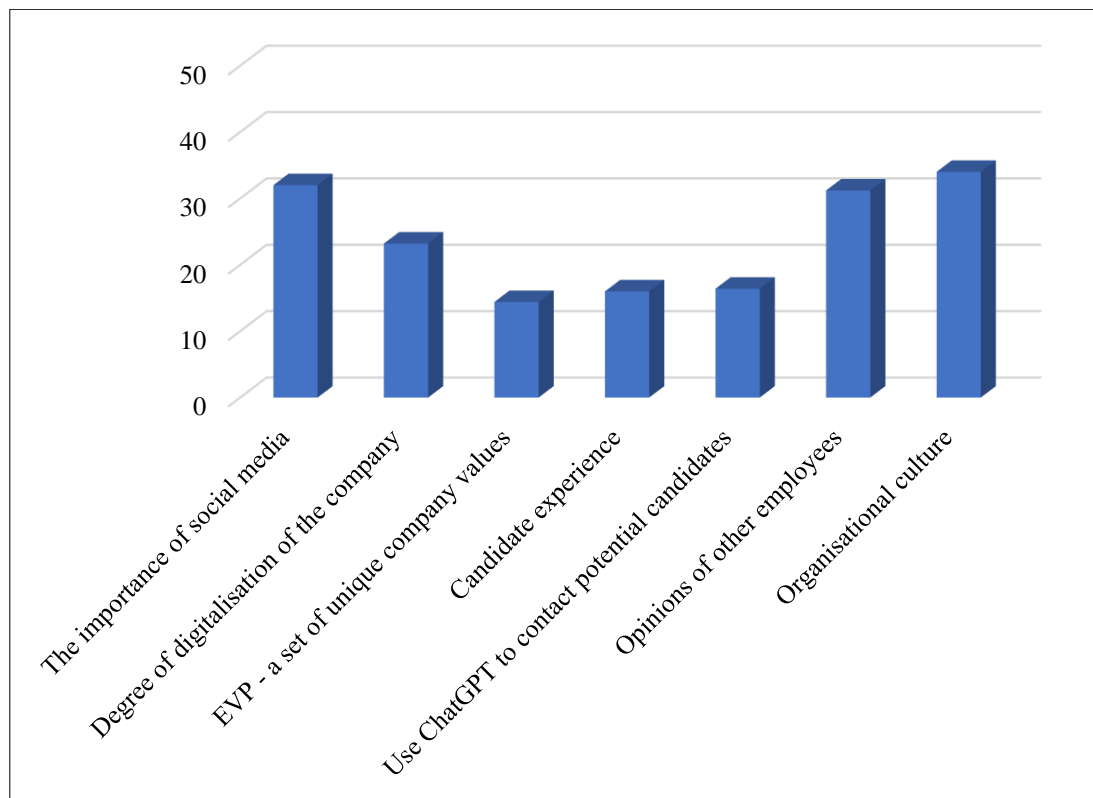


Figure 3. The most relevant Employer Branding activities
(Source: Own study)

Figure 4 shows the key digital competences. Respondents consider the most important digital competence to be: using different types of applications, programmes (49.2%), skills that are related to finding information in the digital world (46.8%) and communicating with other colleagues using digital technologies (38.8%). They consider the following digital competences to be the least key: residing (22.8%) and creating new digital solutions (26%).

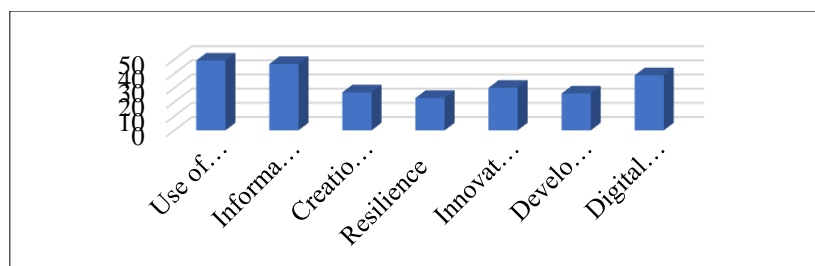


Figure 4. Key digital competences
(Source: Own study)

The results of the respondents' answers and their perceptions on the topics raised in the article are determined by a number of factors, which can include: the age of the respondents, their job guard, the industries of the company they are employed in and their position. Employees who are more connected to technology on a day-to-day basis work in these areas, or generation Z, who are familiar with technology, see greater opportunities for the use of artificial intelligence tools along with their impact on employer branding.

CONCLUSIONS

The topic addressed in this article is very important and topical due to the ubiquity of digital technologies. Nowadays, people are surrounded by tools, programmes, applications that, on the one hand, help in their professional and private lives and, on the other hand, have to be learnt in order to "be up to date" with them. More and more companies are allocating financial resources to digitalise and streamline existing company processes. The same is true for employer branding, which directly affects a company's position on the labour market and its competitiveness when it comes to the external environment. We should not forget about all activities that affect internal employer branding and, consequently, the wellbeing of employees. By automating and digitalising processes, more and more modern solutions are being used, including artificial intelligence tools. These include ChatGPT. The research showed that not all respondents know what a modern tool is, its use and functionalities. Although those who answered in the affirmative that they knew what ChatGPT was in the questions on use were unable to relate the answers to reality. This means that the topic of ChatGPT is innovative and abstract for them. It is hard for respondents to imagine what it could be used for in areas of employer branding.

The first research hypothesis - The use of ChatGPT positively influences a company's employer branding - was negatively verified. Despite the fact that respondents know what ChatGPT is, they cannot relate its use to the real activities for which it can be used. This is because they do not have sufficient knowledge of the tool itself and its capabilities. It is hard for them to link a given employer branding activity to a specific ChatGPT functionality.

The second research hypothesis was positively verified - Digital competence determines knowledge of modern IT tools for improving employer branding. Respondents know what digital competences are and realise their relevance at work. More and more applications or programmes require specialised knowledge and skills on the part of employees. Respondents indicated which digital competences are important. They are also linked to employer branding. Increasingly, employer branding strategies make use of modern digital tools that require specific skills, and therefore digital competences, from those operating them.

The third research hypothesis was positively verified - employer branding significantly influences the perception of companies by potential candidates. Respondents believe that the methods used by companies to create their employer brand in the labour market are perceived and evaluated very positively. The more specialised channels an organisation uses to communicate and reach out to potential candidates, the greater the chance of attracting a person with the required competencies and experience. Companies compete on the market by promoting themselves through the implementation of more and more modern digital tools, flexible working arrangements or a turquoise organisational culture.

The research showed that there is low awareness of the existence of modern artificial intelligence tools and, consequently, the strengthening of employer branding activities through the use of innovative solutions. On the other hand, respondents believe that digital competences, i.e., knowledge, skills and experience to be used in the future, are of increasing importance. The research showed links between employer branding, digital competences and ChatGPT.

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