

# EMPLOYER BRANDING IN EMPLOYEES' PERCEPTION

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## *Abstract:*

*Human resources are an organisation's most valuable asset. The advantage in a highly dynamic and challenging market economy will be gained by companies that motivate their employees, give them the opportunity to develop and broaden their perspectives in a healthy and professional working environment. Employer branding is a set of strategies used by companies as employers to attract employees and make them related to its organisational culture and values. This article highlights a number of key items that lead to the shaping of an attractive Employer Branding for HR, as well as some examples of values that are well known for effective HR management.*

*Keywords: Employer Branding, value, experience, benefits, perception.*

## **1. Introduction**

I have chosen this subject in order to reflect the importance of developing a successful Employer Branding for the success of a company's overall strategy. First of all, a valuable Employer Brand leads to an effective human resource management.

Secondly, it must be understood that engaged and motivated employees are the core and the fundamental element in the achievement of an organization's strategic objectives.

Employer Branding is the art of attracting valuable employees who fit into the culture of the organization in order to contribute to its development.

These strategies are not very familiar to Romanian companies, but it should be highlighted the fact that between the organization and its employees there is a partnership that aims to provide a personalized work climate tailored to the profile of each one of them.

Employer Branding involves a set of modern, intelligent and innovative strategies designed to help human resources develop both professionally and personally.

## **2. Relevance of the topic**

The central objective of the paper is to identify and highlight the principles, values and factors that lead to a successful strategic Employer Branding.

### **2.1 A brief definition of fundamental concepts**

Before bringing the notion of employer branding to the fore, it is necessary to highlight a few theoretical notions.

The father of marketing, Philip Kotler, defines brand as: "a seller's promise to consistently deliver a specific set of features, benefits and services to buyers, a promise formulated with the intention of identifying that seller's goods and services and differentiating them from those of its competitors" (P.Kotler & Keller, 2006).

Starting from the essence of this definition, it can be mentioned that the brand allows the creation of an experience with the target audience, facilitating an emotional connection with it, its purpose being to build a strong and convincing differentiation.

Taking as an example Marty Neumeier's memorable aphorism "*Your brand isn't what you say it is. It is what they say it is*" (Neumeier, 2005) , it can be stated that the perception of the customer (in this case, the employee) is a reflection of the values promoted by a company.

Employer Branding is about creating an attractive image for a company in the job market, so that employees and potential employees identify with its values and mission.

It helps both to recruit candidates aligned with the company's vision and value and to avoid employee migration.

According to a recent statistic, more than 90% of job applicants said that Employer Branding is one of the main elements on which they decide which company they will stay with after the recruitment process (if they have more than one option) (Gabriel, 2023).

## **2.2 The value proposition in employee perception**

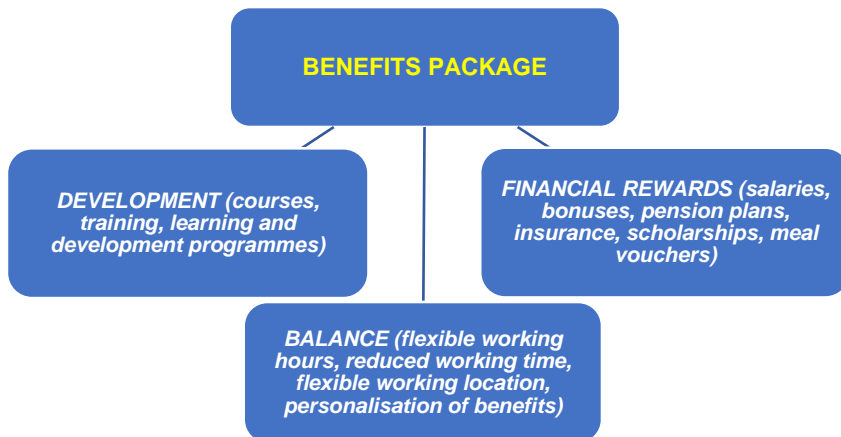
The employer value proposition is a strategic tool used to facilitate the balance between employer and employee and is based on 3 fundamental pillars: vision, culture and offer.

Through vision, a company reveals to its employees, as convincingly as possible, its plans for a better future, both economically and socially. Culture consists of the set of values and goals in a company's daily work.

Potential employees need to be related to the culture and values promoted by a company, so that they can apply their professional practices to achieve their goals. Human resources are motivated by a vision that involves evolution, commitment, development and passion, seeking to be part of a dynamic, modern and innovative organization.

Employees are also enthusiastic about social responsibility initiatives, getting emotionally involved in social issues. Thus, when a company is strongly involved in supporting social causes or issues with an emotional, topical impact, employees and potential employees will tend to identify with the values promoted by the company, feeling that they are part of a relevant cause and a common purpose.

The offer refers to the attractive "package" that the company offers to employees: compensation, salary and fringe benefits, personal and career development, working environment.



**Figure 1. Benefits package**

There is a growing trend to adapt the content of the benefits offer to the needs of each employee. Thus, we can see that more and more companies in Romania have customized their employee benefit packages, giving them the possibility to manage their preferences through a specific and flexible budget. Studies show that more than 155.000 Romanians actively use the *Benefit* platform, which in 2019 offered more than 3.400 benefit categories proposed by more than 2.200 providers.

Sarah Jensen Clayton mentions in a Harvard Business Review article that lack of authenticity and misleading communication of the employer's value proposition have dramatic consequences: about a third of new hires leave companies within the first six months of employment, and the cost of replacing these employees is not only significant (50-75% of the annual salary of the position), but has a negative impact on the ability to attract new people, affects team moral, customer relations, and the employer's reputation on forums such as Glassdoor (Sarah, 2018).

The intertwining of the rational and emotional character of Employer Branding strategies has as its main goal to convince and motivate the human resource to identify with the company's mission, principles and values, so as to contribute to the achievement of the set goal.

In "*The Future of Management*", Gary Hamel and his co-author Bill Breen mention that organisations which are able to attract and retain valuable professionals follow three essential rules: they have strong principles from which they never deviate, they continually innovate in response to market developments and they rely on strong human communities composed of their own employees who have full autonomy and take responsibility for their actions and results (Hamel & Breen, 2007).

Managers who provide inspiration to employees, who promote core values such as fairness and integrity, are a true role model and help the creations of an authentic Employer Brand image.

Absolute beliefs, collective interpretation of objectives, perspectives and standards that are considered acceptable and appropriate are an integral part of an organisation's values. An organisation's set of values needs to be widely promoted

in order to reflect an absolute reality of shared goals and objectives, so that employees identify with them.

The company actively contributes to the professional training of its employees through the opportunities offered to them, giving them a sense of belonging and integration in a professional environment, oriented towards continuous learning.

Also, just as sales is based on understanding and identifying customer needs, employer branding strategies must follow this goal.

### **3. Employer Branding in the Romanian employees' experience**

Attracting and retaining professional or potential employees is an extremely common challenge in Romanian companies. While many organizations operating in Romania do not have a well-developed Employer Branding strategy or do not consider it a priority, it is necessary to highlight what it means to have a valuable experience of Romanian employees in the workplace.

The results of a study conducted by Human Performance Development International show that about 21% of newly hired Romanians leave their jobs within the first 100 days of being hired, as a result of toxic management and a poor work climate. At the same time, 20% of them leave due to lack of motivation and appreciation, as well as a lack of a united team and a pleasant atmosphere at work. Surprisingly, only 14% of employees said they moved to other jobs because of unmotivated salary. Thus, we can see that professionals are not primarily motivated by salary benefits, but more by the experience they have at work, the values and culture of the organisation, and the opportunity offered to broaden their horizons.

Catalyst's research highlights a number of factors considered by employees to be decisive in their perception of the workplace, demonstrating that the particularities of a valuable and human resource-oriented organizational culture are at least equal to the material and financial benefits offered by an entity. Among the factors considered essential by employees are, according to Catalyst research report, considering the score (calculated from a maximum of 5 points):

- Recognition of results (4.79);
- A pleasant working environment (4.76);
- Managers who encourage employees (4.75);
- Existence of experts in the team, from whom information can be assimilated (4,65);
- Attractive salary package (4,64);
- Job security (4,63);
- Attractive fringe benefits (4,47);
- Giving performance bonuses (4,46);
- Overtime pay (4,43);
- Motivating interactions with the employer in the recruitment process (4.42).

### **4. Conclusions**

Anticipating the increasing competitiveness on the labour market, there will be a development of Employer Branding strategies among companies, which have to adopt more efficient techniques in order to attract and retain employees. Companies that use this tool effectively have understood that employees who are valued, motivated and who identify with their values are the foundation of a successful

business. Employer Branding is a promise the company makes to its current and prospective employees.

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