THE IMPACT OF EMPLOYER BRANDING IN RECRUITING AND RETAINING HUMAN RESOURCES

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Abstract

The employer branding concept mainly refers to attracting and retaining valuable employees and this is done for the profitability of the company by knowing the requirements, expectations and behaviours of the clients. The profitability mission of the company as well as that of the efficiency of human resources in the background of strengthening the corporate culture generated various priorities related to improving the human capital, the real participation of the employees in the life of the organization and the knowing and understanding of the market, taking into account the mission of the firm. Nowadays, we ask ourselves what can we add to Simon Barrow's idea - who states the formula of finding the employee in the marketing brand, or to Donald Decamp, whose opinion is that employer branding exceeds the reputation of the company. We wonder which of these ideas is current and we offer an answer by reviewing the specialised literature and by analysing the practice of the companies related to this topic.

Keywords: *employer branding, human resources, profitability of the organisation, marketing strategies, efficient recruitment, employee stability, human capital.*

1. INTRODUCTION

The development of commercial relations at the regional and international level triggered an increased migration of the human resource, respectively a domination of the great companies in recruiting it. This development enforced a thorough and multilateral analysis of the determinant causes, a process which also helped identifying the non-financial factors which triggered the analysed phenomenon.

The phrases "knowing the employee" and "stability at work" gained new meanings and the employee had to establish a relationship with the marketing identity, with his hopes and the values promoted by the organisation, an idea which was called employee branding. In other words, the activity of the employee in the organisation is analysed beyond the employment relationship, being directed towards the construction of the employer's credibility, converted into the intention of joining the potential employee and of stability for the existing one (COLE, 2000).

However, the continuous transformation of the recruitment processes and of those for retaining and supporting the human resource generated new hypothesis and solutions centred on the psychological and affective factor, in the light of building a feeling of belonging to the external image of the organisation, of its social and economic role and also on the unconditioned desire for profitability and sustainability of the organization.

The union between the two divergent elements, the company's mission and the social and professional background of the employee, is seen as a solution to understanding and positioning the HR market.

The current research aims at answering these approaches stemmed from the contemporary developments, fighting for the profound understanding of the marketing role in treating the human resource (PANISOARA & PANISOARA, 2007).

2. THE INTERNAL MARKETING APPROACH IN HUMAN RESOURCE MANAGEMENT (HRM)

In recent years, the concept of internal marketing has been more and more used with the purpose of describing the its applicability within the organisation. There are two relevant dimensions related to the idea of internal marketing in HRM. Firstly, there is the notion

that each department and person within an organisation is both supplier and client. The second aspect refers to the staff of the organization and involves ensuring that it collaborates in such a manner that it supports the strategy and the objectives of the company (BRETT, 1991).

The classical view on internal marketing refers to analysing it from the perspective of an authentic philosophy through which employees are treated as consumers with the help of product-post strategies, therefore triggering the effective satisfaction of human needs. At the same time, Cahill offers various definitions to internal marketing, as following (CAHILL, 2012):

- The way in which an internal environment is formed, which supports the conscience of the consumer and the approach to sales;
- The philosophy of the human resource management based on the marketing perspective;
- The way in which the organisation attracts employees and a way of commercialising the organization to the employees.

The need for internal marketing appeared because usually the marketing strategy used within the company only generates effects for the external customers, but not for the employees, which also represent consumers, in their turn. Therefore, most companies are trapped, thinking that employees buy and use the given products and/or services, without asking questions, but by being loyal towards them through participating in their creation (MARTIN & JACKSON, 2008).

According to William and Curtis, internal marketing is capable of overcoming the current possible inconveniences, by understanding the specificity of this type of continuous process, through which the company allies, motivates and empowers employees to offer, at any level, the positive experience and the consistency of the consumer. Implementing this process triggers the fulfilment of the marketing objectives at the general level of employees (WILLIAMS & CURTIS, 2006). Therefore, the basis of internal marketing is represented by the existence of relationship between the employees and the organisation, the former receiving the same consideration as the external customers.

But what kind of organization do we refer to? Which is its role and legitimacy? The company represents the entity where the issues of employment, labour, unemployment, social and economic breaches and change arise. From here we notice that marketing is on one side, the organisation on the other side and people are in the middle. The company also represents that complex space in which human relationships develop alongside work relationships.

In order to address these issues, it is compulsory to return to the idea of internal marketing by reintroducing the notion of market (ȚUCLEA, 2006).

Therefore, *the market to be conquered* represents the set of partners and the staff of the organisation together with its particularities (knowledge and experience, culture, personality, human and technical skills, belonging, responsibility etc.).

The commercialised product is presented by the organisation together with its image and identity, the managers, the developed projects and plans, the organisation and functioning manner, the diversity of the activities, the development possibilities, the work conditions, the existent environment, the offered products and services etc.

The commercial relationship is determined by the human – company relationship and continuous research is performed in order to optimise interactions. While external marketing helps the organisation to reach its economic finalities, meaning to increase financial capital, internal marketing helps the organisation reach its social finalities, meaning to improve human capital.

Therefore, internal marketing helps create the conditions for the real participation of employees in the life of the company. The fundamental goal of human resource management is given by generating participation, and the fundamental task of internal marketing is to create the conditions for participation (KOTLER, 2001).

2.1. The HRM – marketing function

The HRM-Marketing function is preoccupied with that form of internal marketing in which both "the client" and "the supplier" are present within the organisation. In this context, we regard employees as consumers or clients. The HRM-Marketing function can be described by treating employees and managers as internal

customers, the tasks and activities performed by the HRM function as products or services which satisfy the needs and wants of employees and managers, at the same time approaching the goals of the organization (BRETT, 1991).

The reason why we consider that marketing offers a useful framework to human resource management largely depends of the similarities present within the two functions. Moreover, there is a strong resemblance between the difficulties encountered either by the marketing department or by the human resource managers. The concepts and tools which proved to be useful for the marketing function can also be applied to the benefit of human resource management (BRETT, 1991).

The HRM function offers services or programs to management or to the employees, in the sense of selling the performances which directly influence the productivity of the business. Internal marketing helps a human resource manager to attract and preserve the type of people that he wants in the company and to obtain the best possible results from the internal customers; the HR function can improve the capacity of a company to satisfy the needs and wants of its external customers.

Marketing management is the process of increasing the efficacy and/or efficiency through which the marketing activities are carried out. Efficacy refers to the degree to which organisational goals are achieved, whereas efficiency refers to the spending of resources in order to achieve these goals. At the same time, both efficacy and efficiency represent preoccupations of the human resource manager who seeks to improve performances (BÎRCĂ, 2013).

The marketing function of every organisation deals with a series of related activities, such as:

- Understanding the market and the competitive environment;
- Defining the mission of the company;
- Determining the target market;
- Development of integrated marketing mix strategies with the purpose of fulfilling missions within the selected segments;
- Implementation of marketing mix strategies and control over the marketing activities.

This well-known framework of marketing activities, which includes the previously mentioned steps, is used as basis in every discussion related to the internal marketing of HRM.

The essence is represented by the human resource managers' obtaining of information related to the needs and wants of the clients and by the knowing of the factors which have to be taken into account in the development of the activities of the HR department, including those referring to the identification of the target persons with whom the company interacts. This process represents the market analysis, involving the collection of information related to the different customers in a database.

Market research should be used with the purpose of identifying the needs, wants and attitudes of employees, in the same way as it can be used to identify the needs, wants and attitudes of external consumers or of the industrial buyers (BOGATHY, 2004).

This communication channel offers a first means of identifying organisational problems and flaws. An important requirement before data collection is to adopt a commitment to address various problems, regardless of the difficulties encountered. This continuous process requires solving problems with the purpose of preserving the credibility of the human resource department at all the levels of the company. An increase in the expectations of the employees may generate strong negative effects. Therefore, market research may offer a basis for the purpose of monitoring the impact of the programs which achieve what they were designed to achieve.

The second step involves the development of a mission for the human resource department. This means obtaining answers to the following questions: "what is our role within the organisation?" and "what should our role represent within the organisation?"

At the HRM level, the definition of the mission should not be complex. It should offer a framework for explaining the role of the human research department and of the way in which it can help the different levels and units of a company to coordinate their efforts in order to reach the general objectives of the organization (ARMSTRONG, 2008).

The third step is to decide which should the market segments be. Market segmentation represents the process through which we divide the total heterogenous group of employees in smaller homogenous groups, which have similar needs and want the human resource function to be a successful one.

2.2. The personnel mix

Within the internal marketing, the launching of the most important product is much more difficult, the product representing the relationship between the company's human resource and its management and general policy. Therefore, the marketing mix becomes the personnel mix, taking into account the following (BRETT, 1991):

The variable "*market*" has to answer the following questions:

- How well does the company know all its partners?
- What are the motivations, needs and expectations of the partners?
- What is their training, experience and knowledge?
- What is the degree of satisfaction and lack of satisfaction in connection to the work conditions, the organisation and its development policy, the management style and personality of the manager?

The variable "product" has to answer the following questions:

- What strength does the manager present? What are his personality traits, personal image, human and technical skills, charisma and management style?
- What values do the manager's proposals present? Does he have a personal capacity to offer the necessary information? Are his projects, their objectives and their means qualitative?

The variable "price" has to answer the following questions:

- What are the performances of the manager?
- What is the function-responsibility/ remuneration relationship?
- Taking into account the results obtained, both quantitative and qualitative, did the manager present the capability to act in relation to his own levels of productivity and competitivity or in relation to his partners?
- Regarding the commissioning of the accepted system of appreciation, does the manager present the ability to negotiate and obtain the instruments which brings value to his partners?

The variable "*distribution*" has to answer the following questions:

Does its achievement take place properly?

What is the diagnostic of all the means that have been put into practice by the manager with the purpose of ensuring a permanent communication and a descendant, horizontal information broadcast, but also ascendant between partners and hierarchical superiors?

The variable "*commercial communication*" appears by means of the following report: the manager's knowledge regarding his own personality (attitudes, character, relationship manner, behaviour), his role in the organization (responsibilities, function, status) and the way in which there is any compatibility between his personality and his role (dysfunctional areas which require correction, authority factors). These should answer the following questions:

- What image does the manager present inside the organization?
- Is this imagine the same as the desired one?
- Which are the commercial communication actions that he has to adopt so that he becomes a much more performant, integrated and accepted "product"?

By answering these questions, a manager presents his ability to assess himself in his role as a "product" of the organisation. At the same time, this stage of the personnel mix offers the manager the possibility to get to know himself better, to accept and position himself by referring to the elements of the professional, every day and complex environment (CHIMHANZI, 2004).

3. EMPLOYER BRANDING

Employer branding has its origin in Great Britain and, although there is permanent research on this subject, it is important to highlight that this term belongs to Simon Barrow and it was firstly used by him in 1990, as president of the consultancy magazine "People in Business". His vision is that every company has to make sure

that *the brand of the employees* matches *the marketing brand*. In most organisations, the messages sent by them are in accordance with the values, behaviours and the actions of the employee (SOUMYA, 2008).

In a commercial context, the employer acts as an adhesive which helps the various components of the organization with the purpose of ensuring the engagement, loyalty, support and satisfaction of the employees. These, in their turn, ensure profitability, market share, the growth of the business, respect for the interested parties and competition, turning the organisation into a preferred employer. Employer branding represents much more than a tangential marketing or HR subject; it does not only refer to a charismatic leader, but to the heart of the organisation, involving the creation process of emotional connectivity in the heart and soul of the labour force. According to The Concise Oxford Dictionary branding means "to create an unforgettable impression", whereas employer branding represents only an extension of this definition. Most organisations create an impression in the minds of others and this impact can be felt permanently. Even when the organisation closes, its image still exists for a while in the minds of the clients, suppliers, employees, friends and competitors (SOUMYA, 2008).

Employer branding has a significant impact on the psychological motivation of employees. In order to attract employees, companies offer different types of salary packages, taking into account the financial compensations, the work environment, the balance between personal and professional life, the education for the future, the internal and external support, the professional development, the emotional attitude, the possibility of working from home, the flexibility of the work schedule, the vacations and compensations, the mental and social satisfaction, etc. These are just some of the basic issues which motivate employees.

3.1. Organisational culture and values

The organisational or corporative culture is comprised of common attitudes, beliefs, values and norms belonging to an organisation. It plays a vital role in creating employer branding. The physical work environment, the structure and size of the organisation and the way in which it deals with employees contribute to the creation of organisational culture. The organisational culture and values have a major impact on the mission and vision of the organisation. They represent powerful communication tools for creating the internal and external branding. Organisational culture represents the main personality of each company. It is one of the significant factors which contribute to the success or failure of each organisation. There are different dimensions to culture: the cultural network, the organisational values, the heroes, the rituals, etc. The values represent the beliefs that can be found in the heart of the corporative culture. The informal network and the communication are called the cultural network. They act as basis for building employer branding (MARTIN et al., 2004).

The brand image and brand reputation of an organisation integrate the employer branding with the employee branding. They should establish a balance, play a major role in projecting the organisational culture and image and ensure employee retention. By combining marketing and HRM, employer branding develops the internal and external marketing techniques, in order to identify and retain the qualified personnel.

In employer branding, the strategy focuses on huge competition for production and markets, resources, skills and talent investors. This strategy is used to also convey benefits to recruiting and training. The major advantage of employee branding as a competitive source is that it is connected to the employer branding, placing the image of the organisation on an external platform. This external platform acts as an efficient communication tool in order to attract competent resources in the system.

3.2. Employer branding – a magical tool for the recruitment process

When speaking about brands such as Nike, Google, IBM and Adidas, one can say that they immediately evoke the image and the reputation of the product. Consumers are cognitively used to having thorough images of the product. With some brands, consumers create long-term relationships, while developing a strong feeling

of efficiency, trust and nostalgia. Donald Decamp, COO of Com Health Group, states that employer branding represents the imperative for unblocking the key to recruitment and that this goes beyond the reputation of a company. In order to increase retention rates, the branding messages of an organisation have to correspond to the reality that exists for its employees. Attracting and retaining talent depends on the culture, the vision, mission and capacity of the organisation to achieve its objectives (SOUMYA, 2008).

In the case of a consumption brand, there is an emotional relationship between the product and the brand. In the same manner, there is an employee-employer relationship. If an employee intends to leave an organisation, the employer asks him about the reason why he wants to leave the company. Most employee say that they do not have a clear reason, a moment in which the employer should highlight the principles and values of the organisation, meaning the culture of employment, the image of the company and the significance of the employee in its life.

The employer's development of the image of the organisation is part of the employer branding. Changing the image in a work relationship with the organisation and the potential recruits is the way in which the process goes. Jo Bredwell, senior partner at JWT, states that understanding this relationship often represents a process of discovery. Employer branding is not about people who want to hear unclear things, but about revealing corporate realities and broadcast of its essence. More precisely, it is about understanding organisational culture, entrepreneurial attitude and presenting the reality to potential employees. Bredwell states that identifying the main subjects interested in recruitment represents a challenge that the organisations are confronted with (SOUMYA, 2008).

Implementing the necessary strategies in order to form a successful employer brand depends on the aspirations of the organisation and on its capacity to respect promises. There is fierce competition when it comes to attracting talents on the global market. Beyond the employer branding, the talent branding is presented, which acts as a cornerstone for an effective long-term insurance and maintenance strategy. This fact creates a long-term strategic impact which acts an environment for creating a well-managed company, which could represent an ideal work place.

An efficient employer branding management facilitates:

- The development of recruitment activities, due to attracting the best candidates;
- The decrease of the fluctuations of the employees with the highest performance;
- The access to new opportunities on the labour market.

It was proven that the marketing techniques and strategies are successful when it comes to product and service branding. This aspect may also apply to employers. A market assumes competition – retaining the customers present in the portfolio and winning new clients, a competition which applies also for the retention of current valuable employees. Organisations therefore create and implement an efficient employer branding using different recruitment strategies, which they use in attracting and retaining personnel (IONESCU, 2008).

3.3. Recruitment strategies

Recruitment means more than finding a number of potential candidates. It refers to finding quality candidates from which the organisation can choose. Recruitment presents three major objectives:

1. To attract a corresponding number of applicants, preserving reasonable costs at the same time;
2. To fulfil the judicial and social obligations of the organisation;
3. To contribute to increasing the success rate of the selection process by reducing the percentage of week candidates, with the wrong skills.

The recruitment marketing strategies refer to choosing an efficient recruitment strategy with the purpose of increasing organisational performances. Within every organisation there are different types of recruitment strategies, either written or not, which depend on the size and culture of the organisation. This strategy reflects the recruitment policy, the recruitment

activity and the results obtained by the recruitment team. The recruitment means need to be in accordance with the recruitment strategy and if there is no clear strategy, there is the risk of rejecting the means. The recruitment strategy gives meaning to the recruitment actions, to the people involved in the selection and to the candidates, an aspect which corresponds with the organisational strategy, objectives and resources. Once the recruitment strategy is established, the organisation can establish the means of putting it into practice, as well as the specific actions involved.

A strategy represents the plan to attract the right people and to choose the activities that the organisation is going to use. This plan consists in establishing:

- The recruitment sources;
- The recruitment personnel;
- The recruitment content;
- The answers of the candidates.

Among the *recruitment strategies* one may include: (FLOREA, 2010).

- The compatibility strategy – refers to the match between the candidate and the job – in this process the candidate is seen as a variable, whereas the job is fixed. People are perceived as having certain skills and experiences in order to fulfil their tasks. This strategy assumes a process which follows certain logical sequences, asking questions such as:
  - What duties and responsibilities will this job involve?
  - What are the required skills and knowledge?
  - How can one identify these criteria in the potential employees?
- The malleability strategy – refers to finding those people who suit the organisation, possessing the right mix of skills and qualities in order to suit the organisational culture. In general, the suitable people are the youngsters who lack experience.
- The flexibility strategy – refers to finding those adaptable people who can fulfil different tasks, being opened to new challenges.

Among *the recruitment forms* one may include: (FLOREA, 2010).

- General recruitment – it is a strategy addressed to the general public, with the purpose of recruiting for activities which do not require special skills.
- Specific recruitment – it is a recruitment strategy addressed to target groups chosen according to the activities to be undertaken. It helps recruit candidates with specific skills and knowledge.
- Concentric recruitment – it is a strategy in which existing employees attract new candidates or recruitment is addressed to groups which are close to the organisation. It presents the advantage of the group which is already familiarised with the activities of the organisation and this increases the odds of attracting the best possible candidates.
- The close system recruitment – it is a strategy through which candidates from closed systems, such as schools, military unites or organisations, are recruited. It assumes the creation of an involvement culture, and its members accept the activities as being positive, therefore supporting continuous involvement.
- Mass recruitment – this strategy refers to recruiting a large number of employees within a short period of time (1 – 2 years).

3.4. Good recruitment practices with positive effect on employer branding

Ford Motors – this innovative company revised the recruitment process of its organisation and it redesigned the old adds for the contribution of graduates. It conducted a survey referring to the most attractive and efficient slogans and messages available for the recruitment of fresh graduates. Following the ample survey regarding the perceptions of the employees, the company tested a large variety of ideas, themes, slogans, images and titles. In the end, a concept called "natural passion" represents a smash success among the participants. It contributed to the creation of the brand image of the organisation among the new recruits. This commercial was awarded the prize for "the best recruitment advertising" (SOUMYA, 2008).

Google – has a distinctive employer brand on the market. Their work style, facilities, culture, politics and procedure are completely different in comparison to the other organisations. The company has an innovative brand identity

different on the recruitment market. According to various market surveys, Google ranked second among the best work environments. The organisation is highly preoccupied with its employees and the way in which the passionate employees are connected to work, as well as their engagement towards the company. They believe in creativity and innovation (SOUMYA, 2008).

Standard Life Investment – is an Edinburgh (Scotland) based company, founded in 1977, with a number of 650 employees. It presents a spectacular evolution when it comes to the branding strategies, developing branches in Dublin, Hong Kong, Boston, Montreal and London. Most of its success is due to the high reputation from the investment market, a reputation supported by the effort of the human resource team from Edinburgh. Firstly, the human resource team had a close collaboration with top management, with the purpose of creating and stabilising an internal identity. The members of the team received in 2001 the excellence prize for adopting the best human resource practices. The organisation's strategy was based on attracting and retaining the most talented people from the investment market (around 150), as well as a number of 500 specialists. Their integration took place within a very strong organisational culture, based on the following values: trust, mature professional relationships and the lack of hierarchies. These new values turned into human resource practices, such as: the diminishing of the direct monitoring, wage negotiation ranging from 15% for juniors and 200% for the top management. Together with the marketing team and the investment specialists' team, the HR department built quite a solid employer brand, by integrating customer expectations and the organisation's promotional strategies (IONESCU, 2008).

Coca – Cola – appeared in Romania in 1991, bringing here the well-known international beverages and also creating various drinks adapted to the local specificity. The means through which it become known are related to the involvement in social responsibility, by sponsoring educational projects, supporting theatres, museums, exhibitions, various sporting activities and the projects related to public health. The interesting part is the fact that, at the basis of the employer branding strategy creation is the image of a company responsible both for the society and the environment. This beginning of employer branding took place at the initiative of the HR department, in 2003. Its debut took place by participating in a career fair, in which resumes were collected from the candidates who were asked why they would be interested in working at Coca Cola. Only 4 out of 700 respondents chose the reason of developing a career in sales. At the same time, the common ground of the respondents was the passion of working for one of the world's top brands. Therefore, passion was turned into a basic skill for a Coca Cola employee. In addition, the following elements were added: change management and skill development, teamwork, results, focus, leadership judgment and spirit. The philosophy behind all this was the fact that passionate employees come up with creative ideas and initiatives which develop the business (IONESCU, 2008).

The employer brand message appeared due to the main goal of the organisation and the fundamental skill identified: "The passion for excellence" was the slogan which placed it in the top of the elite organisations. This was the moment in which the organisation clearly started to delimit its talent segment from which the selection was to be made. Therefore, the company focused on attracting youngsters, college students or graduates, with the purpose of training them in the spirit of the company's philosophy. Also, they had to possess skills such as: a competitive spirit or the will to get involve and to succeed. The communication channels which were at the basis of recruiting them were: the creation of webpages which presented the brand promises and the career portal. The launching of this program brought huge benefits to the company which, in its turn, respected all its promises (IONESCU, 2008).

Employer branding therefore represents a significant concept and a very complex process, which has to be dealt with care during its planning, processing and implementation. The message and the promises of an organisation will definitely improve corporate brand image on the market. At the same time, it creates a huge and extended connection with all the interested

parties (partners, shareholders, clients, suppliers, regulatory authorities) and the future employees.

When it comes to recruitment, employer branding targets the company image which can be seen as an investment in which the company may become a proper environment which helps the employee develop himself from a professional point of view. Successful employer branding refers to the successful professional experiences from a chosen field. Therefore, the company has to retain the employees who possess not only the set of required skill, but they also present a high potential for development (DAS & AHMED, 2014).

At the same time, employer branding represents a strategic alignment tool, since it ensures the convergence between the company's global strategy and the personnel recruitment strategy. In order to ensure a good efficiency of the recruitment activities, employer branding needs to be obvious, taking into account the following aspects:

- The correct understanding of the company's goals and engagement;
- Knowing the needs of the personnel, both quantitative and qualitative, in order for the company to achieve its goals;
- Identifying the candidates who wish to work for the company;
- Creating company image associations;
- Developing attractive messages.

4. RESEARCH DESIGN

4.1. Research objectives and hypothesis

The purpose of the research is to analyse the employer branding strategies used in recruiting and retaining human resources in order to formulate some recommendations of good practice in the field

Research objectives:

1. The analysis of the factors which generally contribute to the creation and development of a strong employer brand.
2. The analysis of the factors which contributed to the creation and development of the employer brand within the analysed companies.
3. The analysis of the role of the HR department in creating and maintaining the employer brand.
4. The analysis of the key elements which helped create the employer brand and differentiate the company from its competitors.
5. The analysis of the HR activities which increase employer brand awareness.
6. The analysis of the employer brand communication strategies, both in the internal and in the external environment.
7. The analysis of employer brand influence on retaining the human resource.
8. The analysis of the benefits obtained by using employer brand strategies.
9. The analysis of the monitoring activities of the employer brand creation and development process.
10. The analysis of the marketing strategies used in recruitment, which led to the creation of the employer brand.

Research hypothesis:

H1: There is a group of factors which contribute to the creation of a strong and identifiable employer brand.

H2: The analysed companies, in order to develop their employer brand, use different strategies.

H3. The HR department of the analysed companies plays a significant role in creating and maintaining employer brand.

H4: The analysed companies present a key element which lies at the basis of employer brand creation and differentiates them from the competition.

H5: The HR activities within the analysed companies contribute to an increased employer brand awareness.

H6: The communication of the desired image of the analysed companies presents a correlation between what the company states and what exactly takes place within the organisation.

H7: Employer brand influences human resource loyalty.

H8: Employer brand offers numerous benefits to the analysed companies when it comes to the

recruitment and maintaining of the human resources.

H9: The analysed companies are interested in monitoring the employer brand creation and development process.

4.2. Research methodology

The methodology is based on a qualitative approach, literature review, on some case studies which refer to the good practices in the field, the interviewing of 6 managers, the analysis of some online documents (company websites, employee forums, press releases etc). Therefore, this is an exploratory case study which reveals the dynamic of the organisation. The processes used are given by the selection and classification of data (KHALID & TARIQ, 2015).

4.3. Population and interviewed sample

The research sample is comprised of human resource managers from various Iasi based organisations, which implement employer branding strategies in the recruitment and retention of the human resources.

The sampling strategy is represented by the non-probabilistic sampling because there is a prior mentioned requirement used to select the organisations.

5. CONCLUSIONS

The specialised literature review and the experiences of the organisations which used in their internal management and marketing all the successful concepts and strategies in the recruitment of the human resources and in ensuring their stability led us to the conclusion that employer branding has a decisive impact on employee motivation. Employer branding combined the motivational financial strategies, for example the salary packages, with the personal ones, proving that the orientation towards knowing the employees' vision on life as well as their expectations represents an active factor, both in the personal and in the professional life.

Employer branding brings internal marketing to the stage of a knowledge and exposure tool, presenting the clear means aimed at determining the employee's responsibility towards the organisation, his current and future training, as well as the significance of his work in the company's public-external image, therefore creating a connection between brand and labour.

We noticed that the attempt to standardize the attitudes, beliefs and values triggers the creation and functioning of the employer branding, in connection with the individual criteria referring to the physical work environment, the structuring and size of the organizational chart and the specificity of the labour.

The communication centred on the image and reputation of the organisation's brand led to the creation of a strong and balanced employer brand, under the objective of designing the organizational culture and image, the purpose being to retain the employees.

The interpenetration between marketing and HRM generates the employee's adhesive attitude to the profile of the organisation and the potentiation of his own skills in the process of using them in order to fulfil certain tasks, as it is well-known that there is a direct connection between the employee's positive attitude and customer satisfaction, a real functional dependence towards the product, brand or the human resource involved.

The applicability of the results obtained is proven by the ease with which they can represent the support for a research proposal aimed at particularizing the directions/strategies that are to be followed by the employer brand of a particular organisation, in the context of competition, market specificity, skills and talent investors.

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