The Importance of Employer Branding in Recruiting Young Talents

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Abstract: In the context of globalization, organization no longer have the capacity to offer long – term and linear careers. The insecurity circumstances in which the employees live have led to the loss of the reference values, as well as a change in the expectations and behaviors of the employees. Thus, in order to attract talent, but also to retain current employees, organizations are increasingly focusing on the employer brand.

Attracting and retaining the young talents that ensure the success of the organization, generating a potential for real representation of the existing asset, is a necessary imperative nowadays. The importance of the image of the organizations has increased in the last period due the increased competitiveness between the organizations that aim to recruit the highest qualified young talents.

Therefore, the purpose of this paper is to highlight the importance of employer branding in recruiting young talents. The methodology used is based on a qualitative approach, focused on the analysis of specialized literature, online magazines, press articles, etc.

The results show that the new generation of talent presents new needs such as authenticity, transparency, spontaneity and a clearly defined purpose, and in order to attract young talent, organizations must take into account the image of the company that reflect the needs and desires of this category. The employer brand transmits and image of this employees, as well as of the potential employees, this image not being sufficient for attracting, retaining and motivating the young talents. Thus, the external messages transmitted by the employer brand must be in accordance with their own reality.

Keywords: *Employer branding; strategies; young talents; competitiveness.*

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1. Introduction

Employer branding is proving to be a current and frequently debated and addressed topic in companies' management strategies, but often without being capitalized on in depth. Although the employer brand is often treated as the result of the company's strategic policies, the process itself is individual, active and direct, being customized in relation to the labor market, the specific activity of the company and niche competition, the results being of high importance.

The usefulness of this analysis aims to highlight the importance of branding in attracting young talent, respectively the involvement of employees in the recruitment process and the training of ambassadors within the organization.

Thus, the perspective on employer branding must include the best policies for human resources management and social construction of the brand, merging them making possible a response to the need for young talent of companies.

I chose to address the topic in order to crystallize a set of ideas adapted to the specifics of the national economy so as to provide a useful, modern and applied perspective to HR managerial policies to attract and retain young talent.

The importance and relevance of the subject is due to the current conditions of Romania, the process of development and integration in the globalized economy, where business development is closely linked to the quality of human resources, young talents occupying the dynamic and efficient position of the company.

Does recruiting young talent also mean attaching additional value to the company? It is a question to which we will find the answer from the perspective of understanding the valences of branding and the HR component which represents, more and more, the multidisciplinary transposition of some processes, analyzes and strategies.

The novelty is given by the emptiness and slowness characteristic in accepting the long-term formation and development of brands based on innovative ideas focused on man, talent and the attribute of youth – the latter meaning creativity, freedom, availability, devotion and openness to all that is advanced and adapted to the curiosity of rapid personal and collective development.

The importance of employer branding once highlighted will allow treating the topic as a true strategic management of recruitment and capitalization of young talent as a brand construct, practically this is our final

stake – showing the fundamental contribution of talent in the brand, especially its role in recruitment.

2. The concept of employer branding

The labor market is declining and global competition for skilled workers has forced organizations to consider new ways to compete (Turban & Cable, 2003). According to Capelli, in large and open competitive markets, brand and corporate reputation are crucial for attracting the best employees (Capelli, 2001). Thus, the concept of employer branding was born, being a proactive management of the organization's image as an employer, perceived by current and potential employees (Rampl & Kenning, 2014). Other definitions regarding employer branding are:

- Employer branding corresponds to the process of building a unique and identifiable employer identity (Backhaus & Tikoo, 2004).
- Employer branding represents the totality of the functional, economic and psychological benefits of the jobs that are offered by the company as an employer (Ambler & Barrow, 1996).
- Employer branding is made up of all the activities in which the marketing principles, especially branding, are used for the purpose of human resources initiatives aimed at current and potential employees (Edwards, 2010).
- Employer branding considers the way in which the organization is exposed to the outside, but also the way in which it is evaluated by other people as potential employees (Martin & Pate, 2005).
- Employer branding corresponds to a differentiation between organizations in terms of employer characteristics (Peters, 1999).
- Employer branding is a new psychological contract concluded between employee and employer, in which the organization provides training and development, and the employee offers effort and flexibility (Baruch, 2004).

According to King and Grace, the development of an employer brand, defined by a conglomeration of functional and emotional benefits, is a vital necessity in terms of organizational sustainability. This demonstrates the idea that through the emotional benefits of the brand are reflected the operating resources, thus providing the elements of differentiation. In their employee-based brand equity model, these authors need to measure their value and be viewed from a multiple perspective, in which all stakeholders are considered. Thus, the employer must understand the attitudes and

capabilities of employees necessary to fulfill the promise of the brand (King & Grace, 2010).

In the vision of Backhaus and Tikoo, the employer brand reveals an image that presents the organization as an attractive job, involving its promotion both inside and outside the organization (Backhaus & Tikoo, 2004). Aggerhol, Andersen and Thomsen conceptualize the employer brand as „communication, building relationship and interdisciplinary processes and create, negotiate and promote lasting relationships between employees and the employer” (Aggerhol & Thomsen, 2011).

3. The importance of employer branding

More and more organizations have come to understand that investing in employer branding is just as important as investing in their global brand. In order to win the battle to attract the best employee, it is necessary to treat employees with the same importance with which customers are treated (Almeda, 2017).

Currently, candidates have all the information they need about the organizations they are interested in, being extremely critical. They search for information on social networks and consult the opinions of other employees, forming an opinion before applying for a vacancy in an organization.

For an organization to be competitive and able to attract the best talent, it is necessary to have an impeccable presence on social networks. It is also very important for an organization to pay attention to the perception it creates in the minds of talented employees, but also in the minds of potential employees.

The central goal of any employer brand development strategy is to gain an adequate image among employees and potential employees. This includes everything from economic expectations to opportunities for progress and from working conditions to the prestige of the organization (Molinero, 2020).

The personal well – being of the employee not only brings benefits to him, but also determines a better productivity. At the same time, if the organization manages to create an image of it as an ideal place for professional growth, current employees will feel like partners of the organization in achieving the goals.

4. The role of employer branding in attracting young talents

Attracting and retaining young talent that has the potential to represent a real asset and ensure the success of organizations is imperative today. The importance of the image of the employer has increased in the last two decades, generated by the increased competitiveness among organizations that want to attract the best young talent, wanting to maintain their future potential leaders (Hoffmann, 2016).

The image strategy of the employer is directly related to the creation of a brand in accordance with the specific identity of the organization as an employer, with the aim of differentiating the company from the competition.

Regarding the potential employees, the job search and the selection of potential employers is positively correlated with the personality and values of the organization, but also with the personality and values of the potential employee. They want to be part of those organizations that share common values, opinions and attitudes (Hoffmann, 2016).

Organizations are also looking for employees whose personalities and values align with the values of the organization. The correlation of the employee with the business philosophy is of major importance in terms of growing the business and creating a consistent employee base. Therefore, organizations that are willing and prepared to attract new talent must take into account the image created in front of them.

However, the characteristics of the organization's brand are important even after attracting new talents, being a considerable help in the process of socializing and maintaining them. At the same time, it is of great importance to take into account the expectations that the employee has for the organization, being crucial that the branding strategies take into account not only the specific characteristics of the brand, but also the expectations of employees.

Thus, it is important for the organization to consider how new talents perceive the ideal employer as a brand, but also how their expectations, as well as the realistic management of these expectations depend on the reputation and social commitment of company (Hoffmann, 2016).

Strategies for attracting young talents:

In order to attract and retaining young talent, it is necessary for the organization to offer transparency, spontaneity and clearly defined purpose. Therefore, the new generation can be attracted through the following employer branding content;

- **Attracting young talents through social networks**

Social media is one of the most important topics for employers. According to studies, most students and graduates use social media to find the information about a company's culture before applying for a job within a company. Social network have taken the lead in terms of personal platforms, which is why it is important for an organization to be active within them (Rottier, 2018).

Recommended social networks include Instagram and Snapchat. In them, a strong visual content is highlighted, and videos and photos are essential and must be used frequently. Among the information that can be shared on social networks are (Rottier, 2018):

- A video of less than 15 seconds with employee interviews: a question and an answer;
- In order to display the organizational culture, share videos and photos with departments and work teams;
- Displaying photos with company offices, a rather important selection criterion for young talents;
- Displaying photos of company employees highlighting the reasons why they like to work in the organization;
- Displaying photos of internal events, for example: parties, breakfast together, or photos of people relaxing playing games in the common room;
- Displaying videos and photos from the neighborhood where the organization is located.

- **Attracting, through live videos, young talents who are looking for authenticity**

The new generation of talent is looking for authenticity and transparency, and these things can be offered through live videos made quite frequently. The reason this strategy is effective is that no one can be fooled; in them, the questions asked by the young talents are answered directly, without having time to think in order to offer a perfect answer. However, it is necessary to invest adequate time for live videos, but it provides the necessary elements of honesty that speeches and organized video do not have (Rottier, 2018).

To make a live video, you can consider your own platforms or social networks, such as Instagram, Facebook, twitter, in order to facilitate its distribution.

- **Organizing meetings in order to attract young talents to certain positions**

Gathering several young talents in a space where the company's recruiters are also present is a wonderful idea, having a better functioning in the situation when the people in the room share professional interests. Recruiters and HR and PR professionals should not be the only people in the organization to attend such meetings. The participation of employees in positions similar to those to be filled, as well as heads of departments can give young talent an insight into what to expect and relate to the future work team.

- **Creating a corporate video**

The video has a much higher efficiency, attractiveness and impact compared to other multimedia content. In recent years, creating video content has become a basic tool in attracting and retaining young talents in an organization. They are efficient because they make the posts much more attractive, being more dynamic than the images and more attractive than the text (Martinez, 2019).

Through a good video about the culture of the organization can attract the brightest students with the best profile. To make such a video it is necessary to take into account the following aspects:

- Choosing the right team to make the video – it is necessary to choose those people who are used to creating short and impactful video, the most important factor being adaptation of the team to the filming conditions. Also, the team with which the corporate video is made must know the corporate world and the young audience.
- It is necessary to know the message sent before filming begins – the main objective of a video presentation of an organization is to develop the credibility and trust of the brand by highlighting its corporate culture and the people who make it up. For this it is necessary that the video clearly expresses the culture and the organizational purpose.
- It is necessary to answer questions such as: who is the organization, what does it do, what is the philosophy of the organization, how is the work environment, what kind of positions are most demanded and why should young talents work for the organization. When it comes to attracting young talents, it is necessary to focus on the personal development opportunities they have within the organization.
- Demonstration of what is being said – for this, a major importance is the space in which the videos are made.
- The video must be attractive – the best way to make an attractive corporate presentation video is humor, but don't lose sight of the ultimate goal. Young talents do not want corporate communication,

but concrete information, which is why it is necessary to include real everyday situation, showing candidates those things to expect from the organization.

Types of videos that can be made to present the organization:

- 2-minute videos – this is a classic format that talks about the identity, activities, culture and needs of the hiring company, being more suitable for company sites and directories on external sites. It is used when someone wants to work for the organization but needs more information about it. The most important thing in using this videos is to make sure that after 10 seconds they are still attractive. This format is the most popular, but being quite long, young talents can easily lose interest.
- Video with a duration of 15 seconds – this type of video works best for social networks, being very viral and attractive. Several short videos can be created in which the basic principle applies: “show and do not say”. It is necessary to ensure the concordance between the corporate video brand and the employer brand. Within them it can be highlighted that it is the most special organization compared to the others and what is its identity and objective.

5. Conclusions

The research of the directions of theory and practice regarding the identification and attraction of young talents and the use of employer branding for this reflects the importance of involving national, regional and particularly economic realities and specifics, distinct according to each type of business, thus obtaining perspectives both for consolidating the employer brand and for raising the value of the human resource involved in the production/ service provision processes, etc.

We are able to come up with ideas as a useful recommendation for a process of identifying and recruiting young talents, valuing successful branding, based on the specifics of the labor market, so young talents have the ability to save businesses or their competitive oversizing.

The orientations of the organization's development strategy towards young talents and their valorization proves to be more than obtaining a positive image among employees or potential employees, we are talking about a real lever to attract valuable employees and perpetuate an image dimension loaded with confidence, attraction and positive.

We note, as a conclusion, that attracting, maintaining, but also enhancing young talent in the organization directly influences its

profitability, increasing the size of the employer's image internally and externally. The size of the public image of the organization positively influences the organizational competitiveness, but also the dominance over the stability of valuable and young employees in the conditions of the permanent recruitment process from the competition.

It is clear that its image and training in a way that is perceived as attractive, credible and necessary by both current employees, customers and potential employees, especially young and talented ones, it presupposes a coherent and focused strategy of the employer's image towards the formation of an identity that is faithful to the truth and in strict dependence on the specifics of the organizations, as an employer, the differentiation of the company from the competition being essential.

The image construct corresponds to identity elements that derive from the personality of managers and the values of the organization, and strategies must be focused on obtaining compatibility between this social structure and personality, values, potential and expectations of the future or current employee.

From a psychological perspective, it is notorious that young people tend to choose a job within those organizations that share common values, options and attitudes.

It is necessary a combination of visions, perceptions, interests and values between employee and employer, especially when we talk about young talents and their obvious importance in the progress of the organization and in consolidating as a brand and performance in the market.

Identifying employees with a stable personality and stable values, compatible with those of the organization involves thinking of human resource management strategies around the diversity of human thinking and action, personality and education, so that identification is done with an accuracy capable of excluding errors.

Increasing the long-term brand capital of the employer requires the consistent implementation of policies that permanently focus on the internal and external expectations of the organization, the identification and quantification of perceptions and phased adaptation of recruiting young talent and distributing of responsibilities according to their special capabilities.

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