

Employer Branding As A Tool To Attract And Retain Talent In The Company By Involving Collaboration Between HR And Marketing

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Abstract

This research examines the role of employer branding as a strategic tool to attract and retain talent in companies, focusing on the collaboration between Human Resources (HR) and Marketing departments. In an increasingly competitive business environment, a company's ability to build an attractive image as a workplace is crucial. This study uses a qualitative approach using observation and semi-structured interviews with employees and mentors at Company. The results show that employer branding has a significant impact in attracting quality candidates, as a positive image of the company influences their decision to join. In addition, employer branding also plays an important role in retaining existing employees, as evidenced through internal initiatives and welfare programs that increase satisfaction and loyalty. Collaboration between HR and Marketing has been found to be very effective in building an authentic and engaging employer branding. HR contributes in formulating realistic company values and culture, while Marketing creatively packages the messages and reaches a wider audience through digital content and social media. Despite challenges in coordinating schedules and time allocation, the synergy of these two departments resulted in a consistent and credible employer branding narrative.

Keywords: Employer Branding, Human Resources, Marketing, Engagement, Retention, Collaboration Strategy.

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INTRODUCTION

In the context of increasingly complex business competition, talent management is a key element for organizational success. Talent management focuses on managing human resources that have a significant contribution to company performance (Nisa & Prasetya, 2018). Many companies face challenges in retaining quality talent, especially with high employee turnover. This forces the recruitment team to work harder to find suitable candidates, which in turn increases the cost and time required for onboarding new employees. The lack of public awareness of the company's image as an attractive place to work also exacerbates the situation, making employer branding an important strategic tool to attract quality talent and increase the loyalty of existing employees. A synergistic approach between departments is expected to lower turnover rates and speed up the recruitment process (Sartika, 2024).

Issue Focus

This study focuses on several key questions related to employer branding, namely:

1. What is the role of employer branding in attracting and retaining top talent to the company?
2. To what extent does collaboration between HR and Marketing contribute to the success of employer branding?

Objectives

The implications of this research for companies and organizations serve as a reference for enhancing competitiveness in the labor market through effective employer branding strategies, which can reduce turnover rates and improve operational stability (Dewi & Soekiman, 2024). Additionally, well-designed strategies can enhance employee satisfaction and create a conducive work environment. If the collaboration between HR and Marketing proves to be beneficial, companies should encourage closer cross-functional collaboration. This research also provides academic benefits by offering in-depth insights into the implementation of employer branding strategies, as well as practical benefits for companies in building a pleasant work environment. From the findings of this study, it is expected that companies can conduct thorough evaluations to improve efficiency and ease for employees, and serve as a consideration for other companies needing similar strategies, contributing both practically and theoretically to the development of innovative approaches for attracting and retaining talent.



Theoretical Framework of Employer Branding

Employer branding is the effort of a company to build a positive image as an attractive and comfortable workplace for potential employees (Rana & Sharma, 2019). A strong brand can enhance a company's appeal in the labor market and foster employee loyalty, which impacts productivity and collaboration in the workplace (Ferizal, 2016). Furthermore, employer branding plays a role in facilitating the recruitment process by creating a good reputation and a quality work environment, thereby attracting quality talent (Botha, et al, 2011). In this context, employer branding not only functions to attract new employees but also to enhance retention through engagement, performance, and job satisfaction (Wahba & Elmanadil, 2015).

Factors of Employer Branding

a. Employee Value Proposition (EVP)

Employee Value Proposition (EVP) is a key component of employer branding that defines the uniqueness of a company as a workplace (Mu'ammal, et al., 2023). A clear EVP helps companies stand out from the competition and attract and retain quality human resources (Backhaus, 2016). Effective examples of EVP include opportunities for career development, flexible work-life balance, and an inclusive work culture, all of which are relevant for companies.

b. Employee Engagement

Employee engagement is an important factor influencing the effectiveness of employer branding. Kahn (1990) defines employee engagement as the active contribution of organizational members toward achieving common goals. Employees who are emotionally and psychologically engaged tend to show higher commitment and contribute more to organizational objectives, which in turn helps retain talent (Kelleher, 2013).

Role of the Human Resources (HR) Department

The Human Resources (HR) department plays a crucial role in fostering good relationships between management and employees, as well as supporting the achievement of organizational goals (Armstrong & Taylor, 2023). HR is responsible for understanding employee needs and creating a work environment that supports career development. The role of HR strategy in employer branding is significant in facilitating the design of strengths that need to be showcased to the public, demonstrating that the employer possesses numerous advantages, including the quality of its human resources, work environment, and corporate culture that supports employee development. In

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collaboration with the Marketing department, HR can ensure that the company's values are effectively communicated to the public, thereby enhancing the company's positive image and its attractiveness as an ideal workplace in the eyes of potential employees.

Role of the Marketing Department

Marketing plays a role in creating value through the products and services offered, as well as helping to disseminate external information to market the company as an attractive workplace (Kotler & Keller). In the context of employer branding, marketing functions to reach a broader audience and strengthen the company's image. Marketing theory encompasses the planning and execution of concepts, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals. In the context of employer branding, this means that marketing serves to package compelling internal company information while promoting the company as an ideal workplace, making it a crucial employer branding strategy.

Digital content and social media are essential tools in the employer branding strategy. Relevant and easily accessible digital content can build a positive perception of the company (Bawden & Robinson, 2015). Social media allows companies to build closer relationships with potential employees and strengthen brand image through engaging content (Mosley & Schmidt, 2017). Collaboration between HR and Marketing in creating authentic and relevant content can enhance the company's appeal and strengthen the loyalty and retention of existing talent.

Related Research

Previous studies have shown that employer branding plays a crucial role in attracting and retaining quality talent across various companies. For instance, research by Fakhira and Arief (2023) revealed that economic factors, such as competitive compensation, significantly influence employee engagement, while also highlighting the importance of Corporate Social Responsibility (CSR) initiatives in strengthening the company's image. The recommended strategies include enhancing compensation and training, which align with the objectives of this study to improve employee retention through employer branding. Furthermore, the research conducted by Uen and Tai (2024) emphasizes the importance of clear communication and recognition of employee contributions in building a positive psychological contract, which also contributes to loyalty and job satisfaction. This study aligns with the focus of the current research, which prioritizes collaboration between HR and Marketing as a strategy to enhance the

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effectiveness of employer branding. Additionally, Radhinda (2020) demonstrated that integrated employer branding campaigns, such as the #LifeAtShopee program, successfully improved the company's image and attracted quality talent. This reflects that effective employer branding not only retains employees but also creates a positive perception in the eyes of the public. Wicaksono (2023) further adds that a good company reputation, built through employer branding, can increase applicants' interest in joining, indicating that employer branding and reputation are interconnected in attracting potential employees. Lastly, the research by Hermanto and Noveri (2024) emphasizes the importance of involving all elements of the company in the development of employer branding strategies, which aligns with the collaborative approach proposed in this study. Thus, the findings from previous research provide a solid foundation for understanding how employer branding can be optimized through cross-functional collaboration and its impact on the attraction and retention of talent within the company.

METODOLOGY

This research methodology employs a qualitative approach to understand the environmental phenomena within the company and the behaviors of employees. This approach was chosen because it allows the researcher to explore the meanings and contexts behind individual experiences. Additionally, this method is flexible and adaptive, enabling the adjustment of questions and approaches during the data collection process based on emerging responses, thus allowing for the exploration of potentially unforeseen issues and facilitating the sustainability of research with a similar focus (Creswell & Poth, 2016).

The population in this study includes all individuals who are directly involved or connected with the company. The selection of this population is based on the relevance of their roles and involvement concerning the research topic, both in the context of internal employees and the personal perspectives of employees towards the company. The sample was taken using a convenience sampling method, which facilitates the researcher in accessing data (Hartono, 2004) and (Sugiyono, 2008).

Data collection methods were conducted through observation and interviews. Observations were carried out systematically to understand the context, behaviors, and social interactions in the field, providing rich and meaningful data (Fadilla, 2023). The researcher undertook a five-month internship program, which provided the opportunity to observe and engage directly in the company's employer branding strategies. Additionally, interviews were used to delve deeper into information from mentors and employees,

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aimed at strengthening the understanding of the employer branding practices implemented within the company (Moleong, 2012). By combining these methods, the research is expected to provide comprehensive insights into the implementation of employer branding and the collaboration between HR and Marketing in attracting and retaining talent within the company (Sudijono, 2011).

DISCUSSION

The Role of Employer Branding

The results of this study indicate that employer branding plays a significant role in attracting top talent to the company. The positive image cultivated by the company can enhance its appeal to potential employees, thereby contributing to their decision-making process regarding joining the organization. This aligns with the employer branding theory proposed by Ferizal (2016), which states that a company's image as a workplace greatly influences the decisions of prospective employees to apply. This is consistent with previous research that has addressed the same topic, including studies by Wicaksono (2023), Fakhira and Arief (2023), and Radhinda (2020).

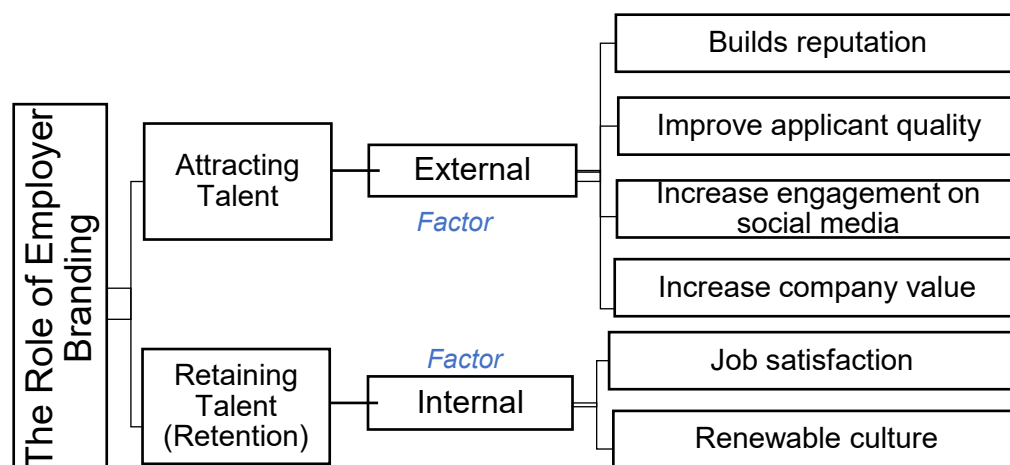


Figure 1. Employer Branding Benefits Chart

The analysis results demonstrate that employer branding significantly impacts the attraction of top talent to the company. The positive image created through branding can

enhance the appeal to potential employees, contributing to their decision-making perspective regarding joining the organization. A positive image reflects the reputation and values upheld by the company, which can create a favorable perception in the eyes of the public, especially among job seekers. When potential employees perceive the company as having a good image, they are more likely to feel confident and motivated to apply, as they associate the company with a supportive work environment, an inclusive culture, and promising career development opportunities.

Why is this important? Because a positive image serves as an effective marketing tool to attract top talent. In a competitive job market, companies that are able to highlight their advantages through strong employer branding will find it easier to attract qualified candidates. In addition, a positive image also contributes to the development of good relationships with other stakeholders, such as customers and business partners. When a company is known as a good place to work, it can strengthen trust and loyalty from various parties, creating a win-win ecosystem. As such, building and maintaining a positive image is not only important to attract potential employees, but also to ensure the long-term sustainability and growth of the company.

Internal activity initiatives such as birthday celebrations, wellness programs such as Schoters Sehat, and sports activities not only serve as a means to improve employee welfare, but also as a form of appreciation and concern for employees. Employee feedback is also recognized as a very useful way to gauge how satisfied they are with the activities they are involved in. Through openness, companies can gather input on employee experiences in various programs and initiatives implemented. so that employees feel cared for by the company with support, development programs and a balance between work and social life as a result creating a high sense of loyalty and increased retention.

Furthermore, this study also shows that employer branding can enhance employee retention by creating a supportive work environment that addresses their needs. This finding is consistent with previous research by Hermanto and Noveri (2024), Uen and Tai (2024), as well as the study conducted by Radhinda (2020). Thus, these findings align with the theory proposed by Wahba and Elmanadil (2015), which explains that employer branding serves as a method for expressing a series of processes that create quality in highlighting the company's identity as an employer aimed at attracting and retaining potential employees.



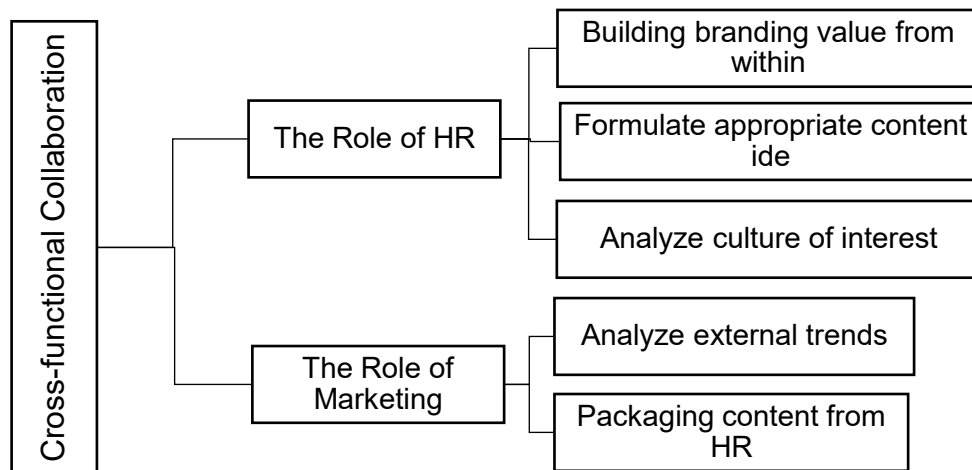
Cross-functional Collaboration

Figure 2. Cross-functional/Departmental Collaboration Strategy Chart

The results of this study state that collaboration between HR and Marketing has proven effective in building authentic and attractive employer branding with the advantages of synergy between each department. The role of HR is very important in building an environment that suits the needs of employees through initiatives and programs that are then able to design the best branding concept so that the employer branding narrative built is in accordance with the internal reality of the company. This is in line with the thinking built by Becker & Huselid (1998), that a high-performance work system includes practices and programs designed to improve employee engagement and organizational performance. Meanwhile, marketing plays a role in ensuring the message is packaged attractively to reach a wider audience. This is in accordance with Martin and Emory's (1971) theory in (Bell, 2013), which explains in their theory that "marketing as a process that involves understanding the needs and wants of consumers, and creating value through the products and services offered".

This finding is in line with previous research efforts in employer branding strategies, albeit with a different focus of execution. Although the three previous studies have the same branding goal, which is to create an effective employer branding solution, the difference lies in the strategic approach used. because this study emphasizes cross-departmental collaboration as the main approach, which distinguishes it from previous

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studies such as those conducted by Fakhira and Arief (2023), Uen and Tai (2024), and Radhinda (2020). Therefore, this cross-departmental collaboration strategy can be a new initiative and strategic tool to create a more authentic and attractive corporate image, which in turn can increase the interest of applicants to join and strengthen the loyalty of existing employees.

In these points of findings, a new understanding can be drawn that the employer branding program carried out by the company by adopting a cross-departmental collaboration strategy between HR and Marketing, where each of the two departments has synergized which has produced significant results. This collaboration not only strengthens the message to the audience, but also ensures that the content produced reflects the company's core values. By involving multiple perspectives from HR and Marketing teams, companies can create employer branding campaigns that are more holistic and appealing to employees and potential employees.

CONCLUSION

The first conclusion in this study found that employer branding is able to function as a strategic tool to create and build a positive image of the company, as a result this becomes an opportunity to attract companies in finding potential workers who are also in the end branding built from within is able to create a high sense of loyalty because what is branded publicly matches the value of reality in the field. However, this research shows that the effectiveness of employer branding cannot be achieved optimally if it is not supported by concrete and comprehensive efforts.

All important aspects of employer branding must be covered and this requires a cross-functional strategy that involves collaboration between the HR and Marketing departments. This collaboration allows the company to reach out to the internal side that needs to be promoted, packaging the content while analyzing relevant external trends to reach a wider audience.

Secondly, success in implementing an employer branding strategy relies heavily on effective collaboration between the HR and Marketing departments. This cross-functional collaboration allows companies to identify and promote internal aspects that need to be highlighted, as well as package content that is relevant to external trends. By leveraging the synergy between the two departments, companies can deliver clear and compelling employer branding messages, this research emphasizes that good cross-functional collaboration not only increases effectiveness and efficiency in the execution of employer branding strategies, but also ensures that the objectives to be delivered to

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the audience are achieved. Therefore, companies that want to compete in the labor market must be able to integrate their branding efforts through solid collaboration between HR and Marketing.

Recommendations

It is recommended to explore related topics, such as the influence of employer branding on employee attraction and retention across different industry sectors. This research can provide in-depth insights into how different employer branding strategies affect employee attraction and retention rates, as well as the factors that contribute to their success. The use of mixed methods, which combines qualitative and quantitative approaches, can increase the validity of the research results. By collecting data through surveys, in-depth interviews and case studies, researchers can gain a comprehensive picture of the impact of employer branding on employees' experience and their decision to stay with the company, so that companies can customize their strategies according to employees' needs.

Secondly, in the face of the challenge of different tasks and priorities between the HR and Marketing departments, it is important to implement strategies that enhance coordination and collaboration. One step that can be taken is to schedule regular coordination meetings, for example every two weeks, to share information and update project status. A clear division of tasks between the HR and Marketing teams is also important to improve work efficiency, by defining their respective roles and responsibilities so that they do not overlap. In addition, creating realistic work schedules and setting reasonable deadlines will help both teams better plan and allocate resources. Thus, companies can improve their employer branding practices and create a better working environment, and become a competitive employer in the labor market.

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