

Employer Branding: The Power of Attraction in the EB Group

Vasco Ribeiro Santos^{1,*}, Beatriz Monteiro¹, Filipa Martinho¹, Isabel Pinto dos Reis¹ and Maria José Sousa²

¹*ISLA Santarém, Santarém, Portugal*

²*Instituto Universitário de Lisboa and CIEO, Universidade do Algarve, Portugal*

Abstract: Employer branding of companies, organisations, and firms have recently been in focus as an essential dimension in the process of recruitment facilitating the attraction and retention the best talents. The purpose of this study is to examine the power of attraction of the EB Group, as an employer brand, considering the perception that students who attend higher education have about it. A self-administered survey was collected from 100 university students in Portugal. The results show that the EB Group has a strong brand. Furthermore, it is also an organization recognized not only for the quality of its products, as well as for the concern for customers. This study also proposes some managerial implications for companies, CEO's, human resources and marketing directors, and further research directions within this article.

Keywords: Employer branding, attract, retain, organizational culture, EB Group.

I. INTRODUCTION

The concept of employer branding is an increasingly frequent subject in HR and Marketing most companies, organisations, and firms. The role and impact of employer branding take on a new statement in talent management and career management of employees. Nowadays, in order for companies, organizations, and firms to attract employees in the present and future, they must have a strong brand, not only through the external image, as well as the internal image. What employees think, tell, and advise others about the company is central to determining their success. There are still few companies that have a department dedicated to this subject in Portugal, probably due to being relatively recent and still due to the lack of knowledge and importance of employer branding. Companies that invest in the most precious asset they possess - people - are more likely to position themselves ahead of competitors and achieve results, such as quality, excellence, organization, satisfaction, growth and work wellness.

Employer branding is becoming a trend at the level of all small, midsize and large companies. Building a brand that is successful and attractive, involves several steps and processes. It is crucial that all departments be involved, especially the marketing and human resources, as they are the "engines" for the image that is intended to be transmitted.

The new business and network paradigms that result from the constant globalization influences the way of thinking of the generations, that are available to enter the world of work. Given all these changes, the need for organizations to create strategies that accompany these demands becomes a reality every day. In this way, the concept of employer branding emerges, which mostly consists of the ability of companies to retain and attract talent. Over time, and with changing mindsets, the concept has evolved. Is employer branding a strategy duly adopted by companies? The importance of implementing an employer branding strategy in companies is enormous and perhaps more necessary than ever before, in companies are made of people without the talent they cannot survive either profitable.

II. LITERATURE REVIEW

A. Employer Branding Definition

According to the American Marketing Association, a brand is "a name, term, sign, symbol, or design of which is intended to identify the goods and services of a seller or group of sellers and to differentiate them from those of competitors" (Dhir and Sushil, p.252).

For Chiavenato (2003), in addition to all products, goods, and capital, there is no doubt that human resources have the leading role within organizations. They are responsible for creating services and products capable of making the company grow steadily and attract new customers. Such importance is even more evident when one explores the business and financial landscape, where there is an increasing demand for specialized labor with specific knowledge and skills. Therefore, considering the changes that are

*Address correspondence to this author at the ISLA Santarém, Santarém, Portugal; E-mail: vasco.ribeiro@islasantarem.pt

felt in the labor market, it is challenging and indispensable to retain the existing employees in the company, as well as recruit employees with critical competencies.

For Veloso (2018), the term employer branding emerged at a conference in 1990, where Simon Barrow (Chairman of People in Business) used the term for the first time. The first publication of the concept came just six years later. Initially, the term employer branding was defined as a set of functional, economic and psychological benefits attributed to employment.

According to Chiavenato (2009), talent in organizations is people, who engage, think, interpret, evaluate, decide, act, lead the organization in this new era, where knowledge has become the most crucial resource, an intangible and invisible but fundamental to success. They are the people who create services and products, that visualize the competition, that improves the internal processes and enchants the customers, being the main elements for the companies, since they give life, form, and content to them.

Due to the lack of talent in companies, the importance of becoming attractive is increasingly a focus for them, in order to retain and attract the talent they can select. According to Minchington & Estis (2009), employer branding can be applied either externally, in order to attract future employees, or internally in order to increase loyalty and commitment among current employees. As such, the primary objective of employer branding is to highlight employers in the labor market and sincerely support them in their approach, in order to retain and acquire the most talented employees.

According to Veloso (2018), the employer branding of a company must always be in line with the corporate brand, as well as with the vision and mission of the company. The way the company communicates to the market / abroad contributes to its "image," this makes it possible to obtain good results. On the one hand, employer branding develops the corporate brand and places it at a level where it is seen as an attractive company in the market, on the other hand, it creates a strong relationship between qualified candidates to retain and recruit in the organization (Sullivan, 2004; & Tikoo, 2004).

Bancaleiro (2011) argues that the corporate brand of a company must be aligned with the target audience for which it is intended. It is essential that the employer's brand be appealing, innovative, but at the

same time, there is a balance between the actual brand and the promised brand, Bancaleiro, (2011).

The employer brand or employer branding can be termed as a company's multiple efforts to communicate to current and prospective employees that it is a desirable workplace (Lloyd, 2002, Moroko & Uncles, 2008).

In this way, it can be considered that when companies invest in human capital, performance improves, so it can be concluded that employer branding is based on the proposition of value, that human capital brings value to the company (Backhaus & Tikoo, 2004).

At present, there are other ways that companies must adopt, taking into account the change of "generations," the demands of them and the markets in general, companies should focus on transparency of information and communication (Hepburn, 2018).

The employer brand equity or brand value of the employer is the "desired result of the employer's brand activities, i.e., it compels the applicants to apply and should encourage employees to stay and support the company" (Backhaus & Tikoo, 2004, p.504). In this perspective, what is important is the extent to which the brand contributes to attracting and retaining employees, and the idea that employer branding affects the profile of the organization and creates a brand signal as an employer. The employer's brand value "can be measured in the same way as any other form of brand value, using constructs such as recognition, attitudes, loyalty, trust, and commitment" (Ambler & Barrow, 1996, p.196). In order to elaborate the "brand" of the employer, models or images that represent human emotions can be used so that meanings can be transmitted in order to establish empathy between the organization and the target audience.

In short, the concept of Employer branding is defined as the image or reputation of an employer as a workplace, desired in the minds of current employees, prospective candidates, customers as well as other parties considered fundamental. The term embodies the values, work environment and culture in organizations. However, just like any source of potential publicity, the employer's brand is seen as a promise, which in the case of not being fulfilled, could divert the attention of the key candidates, the team can demotivate, thus interfering to the Business.

B. Attraction and Retention of Talents in Employer Branding

Retaining and attracting talent today is one of the main challenges an organization's human resources face. For Ferrentini (2017), for companies to meet these challenges, human resources departments must have some efficient tools, such as; belong to the most important rankings that recognize the best companies in the market; partnerships with educational institutions to attract the best talent in training; strengthening of the brand in the media with a corporate focus, such as LinkedIn.

Ferrentini (2017) argues that although employer branding is a useful tool for attracting talent, it is also vital that the employer does not overlook certain aspects, highlighting the following, working the reputation and brand of the employer as a (this is one of the main objectives of employer branding), so that "right" professionals are attracted to the company and to those who are looking for excellent opportunities and who feel a desire to belong to the organization.

One of the essential elements in the construction of employer branding is the attractiveness of the entity ("employer attractiveness"). Berthon (2005) defines attractiveness as the benefits that a prospective employee expects to earn while working in a specific organization. Also, the projection of a positive image, the progression of a career as well as the good professional environment, are essential conditions to conquer the best candidates.

It is precisely in the sense that companies improve the image so that they can recruit more and better employees, that is the employer branding. The reputation and image of the organization as an employer gives rise to a set of strategies to be adopted by organizations to retain and attract talent, Correia (2017).

After having been carried out in several studies, it is important to mention that people value some variables related to the environment, such as signs, evaluator's attitudes, organizational policies, as well as recruitment activities (Ehrhart & Ziegert, 2005). We also conducted studies where it was shown that the recruiter's behavior or recruitment activities are related to the perception of the characteristics of the employer (Turban, 2001; Turban *et al.*, 1998, Ehrhart & Ziegert, 2005).

In addition to having an essential role in attracting talent (Wilden, Gufegan & Lings, 2010), employer

branding is also a tool capable of making employees aware of the advantages of belonging to the organization and the development of organizational pride, thus supporting retention of talents (Judson, Gorchels & Aurand, 2006).

The bibliography on retention of employees recommends that several factors within companies influence retention and that as regards the management of companies, they should pay particular attention to aspects such as; remuneration and rewards; career progression; the working environment; organizational culture; the formation; safety and hygiene at work, exchange of views; communication, among other factors. The satisfaction and retention of employees should be seen as a distinct element for the success of the organization (Osteraker, 1999, Fitzenz 1990, Hytter 2007, Clarke 2001, Stein 2000).

Some authors (Steel, Griffeth & Hom, 2002; Kehr, 2004; Kaliprasad, 2006; Hytter, 2007; Pritchard, 2007) have presented theories about employee retention in companies, where all presented their models, responsible for retention. In all models, critical factors such as compensation and remuneration, sense of belonging and trust are mentioned; such as the development of job opportunities, the nature of work, working conditions and training (Steel, Griffeth & Hom 2002, Kehr, 2004, Kaliprasad, 2006, Hytter, 2007, Pritchard, 2007). According to Kyndt *et al.* (2009), there are other relevant and enriching factors for retention, personal factors. Such factors refer to the level of employee culture and education, the ability to cope with pressure, their learning and experience, as well as their ability to lead.

C. An Employer Branding Model

One of the main concerns of employers' organizations is their self-esteem, so it is essential that an employer branding could be developed, that is, the corporate brand must be managed to the labor market and employees themselves.

According to Barrow (2005), to create employer branding in an organization is essential the involvement of the high leadership, in order to reflect on the positioning of the organization in order to retain the existing talents and to attract new ones, and this exercise will generate image strategies. For Edwards (2010), and according to the data gathered from research on the influence that an entity has on potential candidates, for an entity to become a potential

employer, the information provided must mention data associated with organizational success. For talent to be attracted to the organization, many factors are associated, from benefits, career plan, salary, organizational climate, among others. Although these factors influence potential employees to join the organization, it is also essential to publicize abroad, so that the good name of the employer is disclosed (Veloso, 2018).

A key aspect for the company to be valued as an employer is to strengthen its employer brand through the management of its corporate brand for the labour market and its employees (Bancalheiro, 2011).

For Michels (2002, p. 38), five aspects need to be considered in order for organizations to retain and attract high performers, (1) to adopt a talent mind-set; (2) prepare a value proposition for employment; (3) reformulate the communication strategy for employment; (4) investing in people development; (5) differentiate the environment and work experience. As such, employers urgently need new strategies for retaining and attracting talents in labour market by implementing, in their communication, compelling job proposals that arouse the desire of the talents to stay and develop their professional company.

Employer branding can be defined as a global strategy for each company, with actions to attract the best talent to each organization, and retain the talents that are already part of the organization, applying measures in order to generate benefit either for the employer or for future collaborators. According to Siqueira (2017), manager of the Universum in Brazil operation, specializing in employer branding, the entire company has an employer brand, a perception formed in the minds of people about what it is like to work there, even if that impression is not accurate.

For Minchington (2005), the Employer Value Proposition (EVP) is defined by a set of offers and associations provided by the organization in exchange for the capabilities, experience, and skills that an employee brings. The EVP is a collaborative approach aligned with the existing workforce, integrated into strategy planning, as existing collaborators and the target audience have informed it. An EVP should be unique, attractive and relevant when it has as its primary objective to attract and retain talent.

When the organization does not manage or define its image, others do it for it. Ricardo Guimarães,

partner and CEO of Thymus Branding, says that in a scenario where there is increased competitiveness in acquiring talent and where the future is uncertain, it is essential to take charge of this process and to ensure that people are strategic actives of the company. As such, it is essential to define the concept of talent, even because it is directly associated with attracting and retaining talent. In Cheese's view (2008), talent is a comprehensive term that describes the human resources organizations are intended to attract, retain and develop in order to achieve their business objectives. Also for Goffee & Jones (2007), talent is the set of ideas, knowledge, and skills that give the potential to produce more using the same resources available. Transley (2006) considers that talent is a complex combination of workers' skills, knowledge, potential and cognitive ability. Concerning the theme of retention and attraction, Lievens (2007) suggests that potential candidates and current employees value different attributes in the organization so that at the time of retention, it should be treated differently than attraction.

With regard to the theme of attraction, Cable & Turban (2001) consider that an attractive organization represents a competitive advantage in capturing the attention of the candidates with the best skills (Lievens, 2007), fundamentally because in Robertson's view (2005) the attractiveness of the organization serves as a mediator between the company's recruiting message and the bidder's willingness to accept the offer. Robertson (2005) emphasizes that after attracting employees, companies, should seek to retain them, this process can be effected by communicating an exciting value proposition to the candidates. There are several components of the value proposition valued by employees associated with the level of commitment to the organization. Competitive organizations have a total rewards package based on the needs of their workforce, and preferably, this set of rewards is assigned to the designation of the company's value proposition, the balance between the rewards and benefits delivered to employees in exchange for the performance of their work (Veloso, 2018).

The concept of employer branding is always associated with EVP, whether in the perspective of defining the value proposition of the company for the worker, how it should be defined, what value can the organizations propose to employees.

The EVP is considered the heart of the organization, which is fundamental for its well-

functioning, well-being of the employees and for obtaining results. There are variables associated with the value proposition, and all of them are crucial for talent to be drawn into the firm, and the existing ones remain. The organization must have well defined a recruitment plan, where it must be put in place to make the results visible. Concerning the corporate brand, it is also essential that it be well defined according to the organizational culture of the company. Also, employer branding is a strategy currently adopted by some companies that aim to stand out and remain in the market vis-a-vis competitors. The feedback given both internally and externally makes it possible for people to have a good perception of the organization.



Figure 1: Variables of an EVP.

Source: Recruiting.com.

For Chiavenato (2010) the construction of strategic EVP has as primary objective to help companies to be more successful and to compete at recruiting the best talent. According to the Corporate Leadership Council, organizations that have an EVP plan are more likely to retain and attract talent, making the company reach their goals more efficiently. EVPs also influence employee engagement, improving hiring quality and helping to reduce employee turnover in organizations. In order for organizations to not make mistakes when hiring employees, it is essential that an EVP be built that is appropriate to the needs of the company and that it is put into practice so that the attraction and retention of talent are advantageous to the organization. The construction of EVP is crucial, both for employees already existing in organizations and for future ones. Companies can follow no exemplary model, the absolute truth of value lies in the organization's culture and in the way, it positions its

people in the company's strategy and priorities (Veloso, 2018).

According to Backaus & Tikoo (2004) authors of the employer branding model, there are three main assets (value proposition, organizational identity, and organizational culture) being brand loyalty and brand associations. In creating this model, the authors present a conceptual framework to help understand the dynamics associated with the concept of employer branding and the relationship between marketing and human resources. Closely associated with the value, they add to the organization, even being the primary source of competitive advantage. The authors also argue that through this relationship it is possible for companies to improve their levels of productivity, attracting the best candidates in the recruitment process and promoting the commitment and retention of existing employees in the organization.

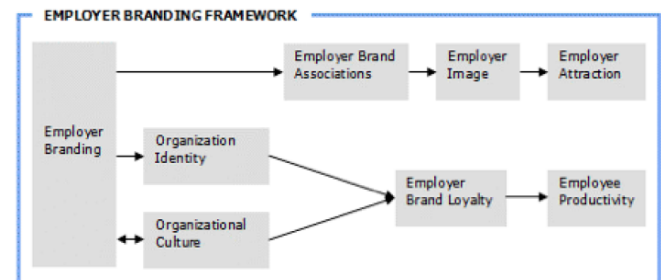


Figure 2: Employer Branding Model.

Source: Backaus & Tikoo (2004).

The value proposition of the employer must be in line with the organizational objectives. Each organization develops its value proposition according to the position it intends to occupy in the market before its stakeholders (both competitors and potential candidates), in line with its culture, management style, qualities of its employees and the associated product/service, that develops the concept of the organizations value proposition. Also, the benefits that stakeholders receive are considered value propositions, salary or even projects involving employees Ulrich & Brockbank (2005).

After this process, the company brand is externalized through marketing tools, to sustain the internal culture as well as the target audience with the own culture, presented in the strategy used by the company to disseminate the practices, as well as the benefits and advantages in belonging to the company. Last but not least, it is the brand of the company that ends up being internalized, becoming part of the

organizational culture through human resources, with the purpose of improving the workforce, evidencing the retention of talent. The brand of the company turns out to be the strategy adopted by the organization to divulge and promote the own culture, the rights, and duties of the collaborators, the perks, the activities, as well as the career progression, intending to the retention of the collaborators. These assumptions reinforce the premise that human capital adds value to the organization, where branding aims to secure the psychological contract for training, career and personal development, and brand value as a result of the employer's activities making the culture of the organization sound (Hillebrandt, 2013). The way in which employees perceive brands is decisive in creating a long-term link between the organization and the consumer. In this sense, the construction of strong brand associations is a priority for today's multinational companies (Morris, cited in Low & Lamb, 2000).

III. Methodology

This study is of an exploratory nature, where the empirical study considers as a unit of analysis the EB Group in Portuguese context and as a unit of observation the students from Portuguese Universities. The EB Group is a company in the food distribution area divided into three main areas of activity, such as services, food distribution and industry. The measurement instrument model used was constructed and validated by Backaus & Tikoo (2004), based on three dimensions: organizational culture, value proposition, and organizational identity. Only a few items were adapted in this questionnaire model applied, with minor changes, due to the object of study under analysis, in order to validate and analyse the data obtained in this study. For this specific case, using a Likert scale of seven points. The statistical analysis of the data includes reliability tests and factor analysis and the use of IBM SPSS software.

IV. DATA ANALYSIS AND DISCUSSION

A. Sample

A total of 100 responses were collected, of which 39% were males, and 61% were females. Regarding age, the age ranges 20-24 (37%), and 25-29 (23%) stand out. 29% of respondents are over 30, and 11% are under 20. The dominant marital status is single (72%), married / de facto (22%) and divorced/separated (6%) to collect a smaller share, predictable given the high concentration of youngsters

in this sample. From schooling, 87% have or are attending a degree, 4% a postgraduate or MBA and 9% a master's degree.

B. Results

The sample of 100 individuals in this study demonstrates that the EB Group is known mainly for its products. 74% of respondents said they had contact with the group through their products. In a balanced fashion, the other three response options brought together nearly half of the group: 54% through advertising, 48% linked to digital and print media, and also 48% to meet someone who works at the company.

The sample was then asked to characterize the EB Group. Within the seven topics presented, responses generally met a majority of agreement responses. It was the concern with the results that obtained the broader consensus, with 70% agreement. In the opposite field, it was the concern with employee satisfaction that met the lowest consensus, with 38% of concordant answers. The remaining attributes were between 40 and 60 percentage points.

The mean values of the answers go in the same direction of this analysis: the concern with the results obtained was 5.22, with all the remaining ones being in the 4's on a scale of 1 to 7.

It should be noted that none of the attributes collected more than 25% discordant answers. It is also important to underline the significant neutral responses - at 30 to 40 percentage points - which may demonstrate a lack of in-depth knowledge of the Group.

The Cronbach's alpha reliability test was 0.874 within these seven items, demonstrating an excellent internal consistency of this measure. Table 1 and Figure 1 illustrate these results in more detail.

Analyzing the set of aspects, to which respondents should indicate whether they considered that were provided and offered by EB Group.

In general, most of the aspects obtained a high percentage of non-mentions, which may be due not only to not associating these elements with EB Group but also, as already mentioned above, to a lack of knowledge of its working model.

Of the 16 items, only 4 of them were indicated by more than 20% of respondents, namely: 23%

Table 1: Characterization of the EB Group

Dimension	%							Mean	Standard deviation
	1 - Strongly disagree	2 - Disagree	3 - Strongly disagree	4 - Neutral	5 - Strongly agree	6 - Strongly agree	7 - Strongly agree		
Concerned about the results	1	2	2	25	27	25	18	5,22	1,268
With a well-defined hierarchy	2	1	4	37	22	28	6	4,84	1,204
Concerned about employee satisfaction	7	4	11	41	19	18	1	4,16	1,361
Innovative	4	1	7	33	33	20	2	4,58	1,208
Well outlined structure	2	4	5	39	24	19	7	4,64	1,275
Social responsibility and ethics	6	4	12	33	20	21	4	4,36	1,453
Oriented towards the well-being and development of society	7	4	7	39	20	17	6	4,36	1,474

mentioned career advancement opportunities, 32% referred to differentiated tasks, 34% chose to develop skills and gain experience, and 42% highlighted opportunities to work in the team.

The two worst classified are related to remuneration issues: 7% underweighted above average salaries and 9% highlighted the complementary benefits.

The Cronbach's alpha reliability test was 0.718 in all of these 16 items, demonstrating an excellent internal

consistency of this measure. Table 2 and Graph 4 further develop the data from this issue.

Subsequently, the respondents were confronted with a list of 11 items and should state whether they considered EB Group to be concerned about it, on a Likert scale of agreement of 1 to 7.

Significant inequality of results was evident. In the concordance categories, the percentage of responses ranged from 31% to 64%. On the negative side, social

Table 2: Mention of Respondents - Aspects that EB Group Provides and Offers (Percentage)

Items	No	Yes
Recognition for work	82	18
Opportunity for personal appreciation	80	20
Wages above average	93	7
Complementary benefits (car, premiums, life insurance, protocol)	91	9
Support for employees' children	81	19
Stability and safety	80	20
Equal opportunities	89	11
Flexibility of schedules	83	17
Career Opportunity	77	23
Develop skills and gain experience	66	34
Nice and motivating work environment	86	14
Good relationship with managers	87	13
Opportunity to work as a team	58	42
Differentiated Tasks	68	32
Initiatives of socialization among employees	90	10
Transparency in organizational communication	88	11

causes and the integration of minorities/deportees collected slightly less than a third of the responses.

On the opposite side were the compliance with legal product standards (64%) and customer/consumer needs (63%) that generated greater consensus in the sample, which may reveal a perception that the EB Group is primarily focused on without giving sufficient prominence to the social component.

It should be noted that the neutral responses returned to significant values, ranging from 29% to 60%. In the discordant categories, the highest percentage was 20% (reconciliation of family and professional life).

The reliability test of Cronbach's Alpha again presented an excellent internal consistency value for this measure, with 0.936 in all of these 11 items. Table 3 and Figure 2 provide a more detailed analysis of this issue.

Comparing EB Group with other companies, the results are as following: on the side of the concordance categories, their total ranged from 31% to 66%. The categories that had a smaller share of matching answers were paid justice (31%), promotion of employee well-being (36%) and equal opportunities (36%).

At the opposite point, the quality of products and services (66%), satisfaction of consumer needs (62%), image (60%) and service (60%) stood out. Again, there seems to be a higher propensity for this sample to recognize excellence and priority in aspects that relate to the product and the consumer, seconding aspects directly related to workers.

In the discordant categories, note for personalized service (20%). The lowest number of responses in discordance was the growth perspective (3%).

With 23 items, Cronbach's alpha reliability test presented a result of 0.974, considered an excellent internal consistency value of this measure. Table 4 and Graph 6 provide more data on this topic.

Finally, analyzing EB Group in global terms it is possible to state that EB Group was considered a reliable organization obtaining the broadest consensus: 61% of concordant responses. In the opposite field, considers the working conditions of the group, higher than the average met 34% of concordant responses. These data are consistent with the conclusions of the previous questions, regarding a less favorable image of this sample about the working conditions and relations of the Group with the workers.

Regarding the working conditions of the group, the results were above average, and also had the largest

Table 3: Respondents' Agreement - The EB Group's Concerns (Percentage)

Dimensions	%							Mean	Standard Deviation
	1 - Strongly disagree	2 - Disagree	3 - Strongly disagree	4 - Neutral	5 - Strongly agree	6 - Strongly agree	7 - Strongly agree		
Compliance with legal product standards	2	1	3	30	25	29	10	5,02	1,239
Fulfillment of contractual obligations with partners	2	1	6	37	22	26	6	4,78	1,219
Compliance with legal standards at work	1	3	5	38	28	15	10	4,74	1,228
Reconciling family and professional life	8	5	7	46	13	16	5	4,19	1,482
Customer/consumer needs	2	0	6	29	30	22	11	4,95	1,234
Environmental Protection	4	4	3	46	20	15	8	4,51	1,352
Social causes	1	2	6	60	15	12	4	4,38	1,293
Integration of minorities/deportees	1	2	6	60	15	12	4	4,38	1,042
Community Development	4	2	8	49	15	17	5	4,40	1,287
Quality of life at work	6	4	8	47	16	16	3	4,23	1,347
Energy saving programs, recycling, etc.	4	3	5	45	21	14	8	4,50	1,337

Table 4: Respondents' Agreement - Items that Qualify the EB Group Compared to other Companies (Percentage)

Dimensions	%							Mean	Standard Deviation
	1 - Strongly disagree	2 - Disagree	3 - Strongly disagree	4 - Neutral	5 - Strongly agree	6 - Strongly agree	7 - Strongly agree		
Organization	4	0	4	35	24	20	13	4,87	1,368
Leadership	2	2	4	38	27	19	8	4,75	1,226
View	3	1	3	35	28	23	7	4,81	1,237
Management	1	3	3	34	32	18	9	4,83	1,190
Financial results	3	0	2	37	23	21	14	4,99	1,227
Growth Perspective	2	0	1	38	21	25	13	5,03	1,235
Quality of products and services	1	2	3	28	23	27	16	5,15	1,282
Reliability and customer support	4	0	4	44	24	17	7	4,63	1,253
Innovation	3	3	3	47	21	16	7	4,56	1,266
Related searches	5	5	8	51	11	16	4	4,22	1,345
Promoting the well-being of employees	5	4	6	49	16	17	3	4,30	1,307
Equal opportunities	5	4	3	52	22	11	3	4,27	1,230
Ethical behaviour	2	2	7	48	17	17	7	4,55	1,234
Openness and transparency	5	4	4	46	20	17	4	4,39	1,325
Image	2	2	3	33	28	23	9	4,88	1,241
Quality of information	4	3	5	38	20	20	10	4,67	1,415
Fulfilment of duties and commitments	3	3	4	43	23	12	12	4,64	1,352
Service quality	3	1	1	38	27	21	9	4,84	1,245
Reputation	3	2	4	34	29	19	9	4,77	1,294
Personalized service	5	4	11	40	18	16	6	4,34	1,409
Ease of contact with those responsible	7	3	6	45	24	12	3	4,24	1,327
Service provided	3	1	5	31	32	18	10	4,82	1,282
Satisfying consumer needs	2	3	3	30	26	26	10	4,93	1,297

share of discordant answers (29%), tied with "I believe that the EB Group would be an attractive place to work".

Cronbach's Alpha reliability test maintained the pattern of excellent internal consistency values, with 0.934 total of these six items. Table 5 further elaborate the information on this indicator.

V. METHODOLOGICAL CONTRIBUTIONS

Methodologically, this research improved the understanding of the main dimensions of employer branding from talent attraction, while adapting a data collection instrument - questionnaire - that includes the

most relevant contributions and dimensions, since the applied model functioned integrally. Besides, the data collection instrument was adapted and validated in a specific context: the EB Group. In the data collection procedure, we obtained a sample with some representativeness of the target population (100 valid respondents). This study allowed a broader view of the role and impact of talent attraction that integrates an employer-branding component. This perspective contributed to a more holistic view of the concept of talent attraction. In addition, this study also allowed another entry of current research, increasing the need to study employer branding in a multidimensional and cross-sectional perspective that simultaneously considers attraction both retention of talent.

Table 5: Respondents' agreement - Items that Qualify the EB Group in Global Terms (Percentage)

Dimensions	%							Mean	Standard Deviation
	1 - Strongly disagree	2 - Disagree	3 - Strongly disagree	4 - Neutral	5 - Strongly agree	6 - Strongly agree	7 - Strongly agree		
I believe that the EB Group would be an attractive place to come to work	15	5	9	27	24	13	7	4,07	1,748
Would the EB Group recommend to a colleague looking for a job	12	3	4	30	27	19	5	4,34	1,622
Considers the EB Group, a reliable organization	8	1	1	29	33	22	6	4,68	1,442
Considers the working conditions of the group to be above average	10	8	11	37	19	12	3	3,95	1,513
It is easy to imagine working in the group.	13	7	4	32	23	12	9	4,17	1,735
I consider the EB Group, a company of high prestige	9	5	7	31	19	18	11	4,44	1,678

VI. IMPLICATIONS TO MANAGEMENT

Some implications concern the new paradigm of talent management in companies, organizations, and firms. The findings may offer important implications for talent management, such as positioning and reinforce the consolidation of employer branding. The analysis of the results suggests new implications on talent attraction particularly valuable to managers with direct or indirect responsibility to develop the strategic planning of your employer brand in order to attract the best talents. Regarding the contribution to the management, it is possible to conclude that this work can be used both by the human resource managers and by the marketing directors in the companies in order to understand the importance of employer branding and to define a value proposition as a strategy for attracting and retaining talent.

VII. RESEARCH LIMITATIONS

Compared with other studies, logically that some limitations were also found throughout the study. The first limitation is related to some lack of scientific articles about employer branding because the scientific research in employer branding yet remains little explored. The second is related to the small sample of university students obtained, due to the short period of the data collection (between April and June), which did not allow to generalize the results. The third, and last, the limitation is related to the fact that there have been

many universities that have not authorized the application of the questionnaires to their students.

VIII. SUGGESTIONS FOR FUTURE RESEARCH

There are several potentialities for future research in the employer-branding domain, following new avenues of knowledge. Based on the approach developed along this empirical study, the current research suggests several lines of research in different directions and complementary perspectives for future researches. In light of that, given that respondents are in a young age range, it is suggested that further studies should include other age groups for a comparative analysis between several generations of talent. It would also be interesting to analyse and evaluate the retention of talent in the EB Group. Another suggestion is to apply this study to other business and industry contexts.

IX. CONCLUSIONS

After all the data gathered, analysed and discussed, it was possible to withdraw the statement that the EB Group is a robust, coherent and stable employer value proposition organization with bright and attractive purposes for young talents to join the group shortly. The results obtained through this study were somehow expected but not guaranteed or confirmed at all. EB Group is one of the largest and best-selling large-scale distribution companies abroad, and it is also considered a highly prestigious company. Moreover, the fact that a department dedicated to employer

branding already exists makes the value of the brand well recognized in the academic arena. The knowledge of the EB Group is notorious for the respondent sample; its answers allow to understand that the organizational culture, as well as the values of the company, are very explicit. It was also possible to verify that is a company with a good reputation and external image.

REFERENCES

- Ambler, T. & Barrow, S. (1996). The employer brand. *The Journal of Brand Management*, Vol.4, No.3, pp.185-206. <https://doi.org/10.1057/bm.1996.42>
- Backhaus, K., & Tikoo, S. (2004). *Conceptualizing and researching employer branding*. The Career Development International, Vol.9, No.5, pp. 501-517. <https://doi.org/10.1108/13620430410550754>
- Bancalero, J. (2011). *Employer Branding*. Stanton Chase.
- Barrow, S. & Mosley, R. (2005). *The Employer Brand: Bringing the best of brand management to people at work*. Chichester: John Wiley and Sons Limited.
- Berthon, P., M. Ewing & Hah, L. L. (2005). Captivating company: Dimensions of attractiveness in employer branding. *International Journal of Advertising* Vol.24, No.2, pp.151-172. <https://doi.org/10.1080/02650487.2005.11072912>
- Cable, D.M & Turban, D.B (2001). *Establishing the dimensions, sources and value of job seekers employer knowledge during recruitment*, in Ferris, G.E. (Ed), *Research in personnel and Human Resource Management*, Elsevier Science, New York, NY, pp.115-163. [https://doi.org/10.1016/S0742-7301\(01\)20002-4](https://doi.org/10.1016/S0742-7301(01)20002-4)
- Cheese P., Thomas R. J., Craig E. (2008). *The talent powered organization: strategies for globalization, talent management and high performance*. London and Philadelphia: Kogan.
- Chiavenato, I. (2003). *Introdução à Teoria Geral da Administração*. Rio de Janeiro: Elsevier.
- Chiavenato, I. (2009). *Treinamento e desenvolvimento de recursos humanos: Como incrementar talentos na empresa*. 7 Ed. São Paulo. Ed. Manole.
- Chiavenato, I. (2010). *Gestão de Pessoas: o novo papel dos Recursos Humanos nas organizações*. Rio de Janeiro: Elsevier.
- Clarke, K.F. (2001). What businesses are doing to attract and retain employee- becoming an employer of choice. *Employee Benefits Journal*. pp.34-37.
- Edwards, M.R. (2010). *An integrative review of employer branding and OB theory*. *Personnel Review*, Vol.39, No.1, pp.5-23. <https://doi.org/10.1108/00483481011012809>
- Ehrhart, K. H & Ziegert, J. C. (2005). Why Are Individuals attracted to organizations? *Journal of Management* 2005; Vol.31, pp.901-919. <https://doi.org/10.1177/0149206305279759>
- Ferrentini, I. (2017). *O Employer Branding na atração de talentos*.
- Fitz-enz, J. (1990). *Getting and keeping good employees. In personnel*. 67(8): 25-29. Hytter, A. (2007). Retention strategies in France and Sweden. *The Irish Journal of Management*, Vol.28, No.1, pp.59-79.
- Goffee, R., Jones, G. (2007). *Leading clever people*. Harvard. Bus. Rev. pp. 72-79.
- Hepburn, S. (2018). *Employer Branding: as cinco tendências obrigatórias*.
- Hillebrandt, I., & S., I. B. (2013). *Measuring Employer Brands: An Examination of the Factor Structure, Scale Reliability and Validity*. *Winter Marketing Educators Conference*, pp. 1-20. Las Vegas: University of Bamberg.
- Hytter, A. (2007). Retention strategies in France and Sweden. *The Irish Journal of Management*, Vol.28, No.1, pp. 59–79.
- Judson, K.; Gorchels, L. & Aurand, T. (2006). Building a University Brand from Within: A Comparison of Coaches' Perspectives of Internal Branding. *Journal of Marketing for Higher Education*, Vol.16, No.1, pp. 97-114. https://doi.org/10.1300/J050v16n01_05
- Kaliprasad, M. (2006). *The human factor I: attracting, retaining, and motivating capable people*. *Cost Engineering*, Vol.48, No.6, pp.20–26.
- Kehr, H. M. (2004). *Integrating implicit motives, clear motives, and perceived abilities*. The compensatory model of work motivation and volition. *Academy of management review*. <https://doi.org/10.5465/amr.2004.13670963>
- Kyndt, E., Dochy, F., Michielsen, M. and Moeyaert, B. (2009). *Employee Retention: Organisational and Personal Perspectives*. *Vocations and Learning*, Vol.2, No.3, pp. 195-215. <https://doi.org/10.1007/s12186-009-9024-7>
- Lievens, F. (2007). *Employer branding in the Belgian army: the importance of instrumental and symbolic beliefs for potential applicants, actual applicants and military employees*. *Human Resource Management*, Vol. 46, No. 1, pp.51-69. <https://doi.org/10.1002/hrm.20145>
- Low, G. & Lamb, C. (2000), the measurement and dimensionality of brand associations, *Journal of Product and Brand Management*, Vol. 9, No.6, pp.350-368. <https://doi.org/10.1108/10610420010356966>
- Minchington, B. (2005). *Employer Brand Leadership – A Global Perspective*. Australia: Collective Learning Australia.
- Minchington, B. & Estis, R. (2009). *6 Steps to an employer brand strategy*.
- Mitchell, L. (2002). *Corporate irresponsibility—America's newest export*. New Haven & London: Yale University Press.
- Moroko, L. & Uncles, M. D. (2008). Characteristics of Successful Employer Brands, *Journal of Brand Management*, Vol.16, No.3, pp. 160-175. <https://doi.org/10.1057/bm.2008.4>
- Osteraker, M.C. (1999). Measuring motivation in a learning organization. *Journal of Work Place Learning*. <https://doi.org/10.1108/13665629910260798>
- Pritchard, C. (2007). *Strategies for recruiting success: where, when, and how to find the right people every time*. New York: Amacom.
- Robertson, Q., Collins, C. and Oreg, S. (2005). The effects of recruitment message specificity on applicant attraction to organizations, *Journal of business and psychology*, Vol.19, pp.319-39. <https://doi.org/10.1007/s10869-004-2231-1>
- Sanjay D. and Sushil (2018). *Flexible Strategies in Vuca Markets*.
- Steel, R.P., Griffeth, R.W., & Hom, P.W. (2002). *Practical retention policy for the practical manager*. *Academy of Management Executive*, Vol.16, pp.149-162. <https://doi.org/10.5465/ame.2002.7173588>
- Stein, N. (2000). *Winning the war to keep top talent: yes you can make your workplace invincible*. In *fortune*. Vol.141, No.11, pp. 132-38.
- Transley, C., Harris, L., Stewart, J., Turner, P. (2006). *Change agenda: talent management: understanding the dimensions*. The Chartered Institute of Personnel and Development (CIPD), pp. 1-25.
- Ulrich, D., & Brockbank, W. (2005). *The HR Value Proposition*. Boston: Harvard Business School Press.

Veloso, I. (2018). *Qual é o seu employer brand? O papel da marca na Guerra do talento e na estratégia das organizações*. Actual editor.

Wilden, R.; Gudergan, S. & Lings, I. (2010). Employer branding: strategic implications for staff recruitment. *Journal of Marketing Management*, Vol.26, No.1-2, pp.56-73.
<https://doi.org/10.1080/02672570903577091>

Received on 28-11-2018

Accepted on 25-12-2018

Published on 14-02-2019

DOI: <https://doi.org/10.6000/1929-7092.2019.08.12>

© 2019 Santos *et al.*; Licensee Lifescience Global.

This is an open access article licensed under the terms of the Creative Commons Attribution Non-Commercial License (<http://creativecommons.org/licenses/by-nc/3.0/>) which permits unrestricted, non-commercial use, distribution and reproduction in any medium, provided the work is properly cited.