



Brand Identity as a Tool for Talent Recruitment

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Abstract

The impact of brand identity management as a tool for hiring and recruiting new talent is quite significant. Nowadays, talented people are not only interested in a job position and salary, but also in the culture and identity of the company they will work for. The process of brand identity management involves creating a set of characteristics, visual elements and values that define a brand and make it recognizable and different from any other brands. It enables building and maintaining a strong brand culture, which is encouraged and refined as a part of the company's management strategy. Brand identity is also defined as one of the necessary and essential tools for recruiting talented and capable individuals on one hand and keeping the current employees interested and motivated on the other. A strong brand identity is a powerful tool that creates a positive perception and reputation in the labour market. Potential candidates are more directed towards companies with a good reputation, as they consider them desirable employers. The research objective of this paper is management of the brand identity in the direction of attracting new talent and keeping the existing employees, exploring different aspects and determining how to communicate with them as well as how to create a strong relationship in the long term.

Keywords: Brand management, Brand identity, Strategy, New talent

1. Introduction

The term "brand identity" refers to the promotion, management and maintenance of the unique characteristics, values, perceptions and brand image of any company or organization. It is a way the brand identifies and differentiates itself from the competition, while also communicating with its target groups, including customers, employees, investors and other stakeholders.

Brand identity communicates the values and culture of the organization. This allows potential employees to familiarize themselves with the work environment.

A strong brand identity creates a positive reputation for the company as an employer thus attracting talent. Companies with a well-known brand usually have an easier time attracting top candidates.

When employees identify and empathize with the company's brand, companies retain top talent and integrate people with expertise and skills into the culture and mission of the organization.

Companies with a clearly defined brand identity usually have an advantage in recruiting talent due to the attractiveness of their brand. Talented people tend to choose companies that reflect their values and ambitions.

Every aspect of brand identity has the potential of influencing talent attraction - from establishing a compelling reputation as an employer to communicating the culture and the values of the companies. Hence, brand identity is a key part of successful recruitment and retention of talent in any organization.

2. Brand Identity Management

Brand identity is an essential aspect of attracting talent to an organization.

Brand identity is a powerful tool for attracting and retaining top talent. By effectively communicating the company's values, culture and reputation, organizations can position themselves as desirable employers and attract more qualified candidates.

A strong brand identity is a powerful tool that creates a positive perception and reputation in the labour market. Potential candidates are more directed towards companies with a good reputation, as they consider them desirable employers.

Brand identity is closely related to employer branding, which involves forming an image of the company as an employer. A well-defined brand identity helps communicating the company's values, culture and work environment to potential candidates thus contributing to attract talent.

In today's competitive labour market, candidates have many alternatives. A strong brand identity creates a competitive advantage for any company and facilitates the recruitment of the best candidates.

Employees may also be the best ambassadors of a company's brand because they propagate positive experiences and recommendations for the company as an employer. This can attract passive candidates to be part of the company affected by positive experiences and recommendations of current employees.

Employee involvement in brand identity management is fundamental to fostering an authentic and robust organizational brand. It ensures that the brand is not just externally well-represented but also deeply embedded within the internal culture of the organization. Internal branding aligns employees with the company's values, vision, and identity, encouraging them to act as brand ambassadors who embody and communicate the brand's promise in their work and interactions.

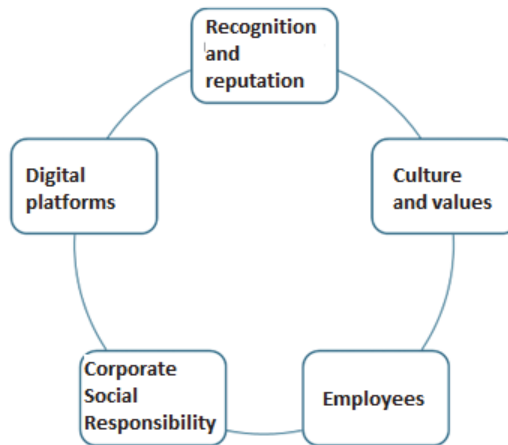
When employees are engaged and identify with the brand, they become committed advocates who promote the organization's strengths both internally and externally. This alignment builds authenticity, as customers and stakeholders trust brands that are genuinely reflected by their workforce. Theoretical frameworks like self-determination theory suggest that when employees feel autonomous, competent, and connected, they are more likely to align with and support the brand identity. Organizational commitment models also emphasize the importance of emotional attachment in encouraging employees to actively participate in branding initiatives.

The process of involving employees begins with onboarding and training programs that introduce new hires to the brand's core values, vision, and culture. Incentives and recognition further motivate employees to align with and support branding efforts, while feedback loops allow them to contribute their insights, fostering a sense of ownership over the brand's evolution. These efforts ensure that the brand identity is not just imposed from the top but co-created with employees, enhancing its authenticity and resonance.

Effective employee involvement leads to a range of benefits, including greater consistency in brand representation, higher employee satisfaction, and increased retention. Employees who understand and connect with the brand are more likely to remain loyal and feel fulfilled in their roles. However, challenges such as misalignment of personal and organizational values, communication barriers, and resource constraints can hinder employee engagement in branding initiatives.

Effective brand identity management not only attracts new talent, but also contributes to employee retention. When employees are connected to a company's values and culture, they are more likely to stay in the company, which reduces employee turnover and the need to frequently identify, attract, recruit and hire new candidates.

This process is complex and requires constant commitment and attention, and as a tool it includes several aspects:



2.1 Recognition and reputation

Brand identity encompasses all the visual, verbal and cultural elements that define a company. Companies with a clear and strong brand identity are recognized and valued by potential employees, which gives them a competitive advantage. Brand recognition and reputation are key factors that influence candidates' decision when choosing a job.

2.2 Culture and values

A company's culture and its values play a significant role in attracting talent. Employees look for a work environment that supports and motivates them, and that is aligned with their personal and professional values. Companies that promote innovation, teamwork and ethical standards attract candidates who strive for the same principles.

2.3 Employee involvement

Employee engagement in the brand identity management process is essential. When employees are active participants in company's initiatives, they become brand ambassadors and promote the company's positive image. This not only strengthens the brand identity, but also creates a sense of belonging and loyalty among employees.

2.4 Corporate Social Responsibility (CSR)

Companies that engage in corporate social responsibility (CSR) initiatives demonstrate that they are committed to social and environmental responsibility. This not only enhances brand identity, but also attracts talent seeking employers with strong ethical standards and social awareness. CSR activities increase the trust and loyalty of employees and potential candidates.

2.5 Digital platforms

Social media and digital platforms are key tools for promoting and strengthening brand identity. Through these channels, companies can share information about their success, culture and projects, as well as interact with potential candidates. Digital platforms enable direct and transparent communication, which is important for building trust and a positive image.

Companies like Google, Apple and Microsoft are examples of a strong brand identity attracting and retaining talent. These companies are recognized as innovative and progressive, offering excellent working conditions and opportunities for professional development. Their successful brand identity management strategies can serve as a guide for other companies that want to improve their image and attract top professionals.

A good brand identity helps attracting candidates who empathize with the company's values, mission and culture resulting in greater job satisfaction and work productivity.

Companies that invest in development and management of their brand identity not only increase their reputation in the market, but also create a work environment that attracts highly qualified professionals.

Brand identity management plays a key role in attracting and retaining talent within an organization. A strong and recognizable brand can attract qualified candidates, increasing the company's reputation as a desirable employer.

Companies with a strong brand are often perceived as stable, reliable and desirable places to work. Prospective employees look for companies whose culture and values align with their personal beliefs and goals. Positive experiences of current and former employees can serve as a strong recommendation for new candidates.

3. Research Conducted

For the needs of the research, the examination method was used. As a technique, a survey with a structured questionnaire was conducted. Talented candidates were surveyed in order to determine the importance of an organization's brand image in attracting and recruiting talent.

The analysis of the obtained data, from the survey questionnaires, was processed in the statistical software package SPSS Statistic and Descriptive Statistics was used.

The research was carried out in the first quarter of 2024 and a total of 30 respondents were included.

The sample size of 30 respondents was chosen based on practical considerations and the study's exploratory nature. Specifically, this research aimed to provide initial insights into the role of brand identity in talent attraction and retention, making a smaller sample size appropriate for identifying general trends.

The availability of time and resources influenced the decision to use a manageable number of respondents for this phase of the study. The sample size was sufficient to achieve a level of saturation in the responses, as the data showed consistent trends with minimal variance across indicators.

Respondents were selected from a variety of industries and professional backgrounds to capture a range of perspectives on brand identity. This approach aimed to ensure the findings are not overly specific to one sector. The sample included respondents from both younger/middle-aged categories (under 50) and older age groups (over 50), allowing for analysis of generational trends. Gender, educational background, and career stage were considered during respondent selection to enhance representativeness.

A purposive sampling technique was employed, targeting individuals actively engaged in or considering employment opportunities. While this method ensured relevance to the research objectives, it may limit generalizability to the broader workforce.

The respondents' claims are presented using assessment scales from 1 to 5 and are defined as variables (indicators) in the following table:

VAR00001	Perceived brand image and reputation
VAR00002	Brand Identity
VAR00003	Brand Association and Perceived Quality
VAR00004	Employee engagement
VAR00005	Alignment between company's values and personal values
VAR00006	Visibility and accessibility of the company's brand and recruitment efforts
VAR00007	Competitive compensation and benefits packages
VAR00008	Company's culture
VAR00009	Work-life balance and company's culture
VAR00010	Opportunities for professional development and growth

The tables provide data on the total number of respondents (users) who made an assessment of the survey claims. The basic descriptive indicators are attached (N; Mean; Median; Std. Deviation; Variance; Rank; Minimum and Maximum) that define the attitudes of talented staff. From the obtained results in all ten indicators, it can be noted that the values mostly move around the arithmetic mean, that is, between very often and always. The lowest values are observed in the fifth indicator (VAR00005, Mean = 4.53), while the highest in the first indicator (VAR00001, Mean = 4.90). The range is from one to two, or in seven indicators it is one, while in three it is two (VAR00003, VAR00005 and VAR00006), that is, the value is minimum three and maximum five. According to the obtained values of the variance and standard deviation in all ten indicators there is a normal distribution of the values without any major deviations.

Table 1: Common descriptive indicators of service users

Statistics										
	VAR00001	VAR00002	VAR00003	VAR00004	VAR00005	VAR00006	VAR00007	VAR00008	VAR00009	VAR00010
N	Valid	30	30	30	30	30	30	30	30	30
	Missing	0	0	0	0	0	0	0	0	0
Mean	4,90	4,87	4,83	4,83	4,53	4,63	4,67	4,67	4,73	4,67
Median	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00
Std. Deviation	0,305	0,346	0,461	0,379	0,629	0,556	0,479	0,479	0,450	0,479
Variance	0,093	0,120	0,213	0,144	0,395	0,309	0,230	0,230	0,202	0,230
Range	1,00	1,00	2,00	1,00	2,00	2,00	1,00	1,00	1,00	1,00
Minimum	4,00	4,00	3,00	4,00	3,00	3,00	4,00	4,00	4,00	4,00
Maximum	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00

The following table shows the data of the respondents (users) from the sub-sample of the younger and middle age category (up to 50 years old) who made an assessment of the survey claims. The basic descriptive indicators were estimated (N; Mean; Median; Std. Deviation; Variance; Rank; Minimum and Maximum) defining the services of the users. From the obtained results in all ten indicators, it can be noted that the values mostly move around the arithmetic mean, that is, between very often and always. The lowest values are observed in the fifth indicator (VAR00005, Mean = 4.56), while the highest in the first indicator (VAR00001, Mean = 4.88). The range is from one to two, or in seven indicators it is one, while in three indicators it is two (VAR00003, VAR00005 and VAR00006), that is, the value is minimum three and maximum five. According to the obtained values of the variance and the standard deviation in all ten indicators there is a normal distribution of the values, i.e. without any major deviations.

Table 2: Descriptive indicators of service users – young and middle age category

Statistics										
	VAR00001	VAR00002	VAR00003	VAR00004	VAR00005	VAR00006	VAR00007	VAR00008	VAR00009	VAR00010
N	Valid	16	16	16	16	16	16	16	16	16
	Missing	0	0	0	0	0	0	0	0	0
Mean	4,88	4,81	4,75	4,81	4,56	4,63	4,75	4,75	4,75	4,75
Median	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00
Std. Deviation	0,342	0,403	0,577	0,403	0,629	0,619	0,447	0,447	0,447	0,447
Variance	0,117	0,163	0,333	0,163	0,396	0,383	0,200	0,200	0,200	0,200
Range	1,00	1,00	2,00	1,00	2,00	2,00	1,00	1,00	1,00	1,00
Minimum	4,00	4,00	3,00	4,00	3,00	3,00	4,00	4,00	4,00	4,00
Maximum	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00

The following table shows the data of respondents (users) who made an assessment from the sub-sample of the older age category (over 50 years) of the survey claims. The basic descriptive indicators (N; Mean; Median; Std. Deviation; Variance; Rank; Minimum and Maximum) defining the services of the users were calculated. From the obtained results in all ten indicators, it can be noted that the values in the largest number move around the arithmetic mean, that is, between very often and always. The lowest values are observed in the fifth indicator (VAR00005, Mean = 4.50), while the highest in the first indicator (VAR00001, Mean = 4.93). The range is from one to two, or in nine indicators it is one, while in one it is two (VAR00005), that is, minimum three and maximum five. According to the obtained values of the variance and the standard deviation in all ten indicators there is a normal distribution of the values, i.e. without any major deviations.

Table 3: Descriptive indicators of talented personnel

Statistics										
	VAR00001	VAR00002	VAR00003	VAR00004	VAR00005	VAR00006	VAR00007	VAR00008	VAR00009	VAR00010
N	Valid	14	14	14	14	14	14	14	14	14
	Missing	0	0	0	0	0	0	0	0	0
Mean		4,93	4,93	4,93	4,86	4,50	4,64	4,57	4,57	4,71
Median		5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00
Std. Deviation		0,267	0,267	0,267	0,363	0,650	0,497	0,514	0,514	0,469
Variance		0,071	0,071	0,071	0,132	0,423	0,247	0,264	0,264	0,220
Range		1,00	1,00	1,00	1,00	2,00	1,00	1,00	1,00	1,00
Minimum		4,00	4,00	4,00	4,00	3,00	4,00	4,00	4,00	4,00
Maximum		5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00	5,00

Table 4: Degree of automation of technology

VAR00001					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4,00	3	10,0	10,0	10,0
	5,00	27	90,0	90,0	100,0
	Total	30	100,0	100,0	

Table 5: Productivity in operation

VAR00002					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4,00	4	13,3	13,3	13,3
	5,00	26	86,7	86,7	100,0
	Total	30	100,0	100,0	

Table 6: Quality of service

VAR00003					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3,00	1	3,3	3,3	3,3
	4,00	3	10,0	10,0	13,3
	5,00	26	86,7	86,7	100,0
	Total	30	100,0	100,0	

Table 7: Speed of service

VAR00004					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4,00	5	16,7	16,7	16,7
	5,00	25	83,3	83,3	100,0
	Total	30	100,0	100,0	

Table 8: Market prices

VAR00005					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3,00	2	6,7	6,7	6,7
	4,00	10	33,3	33,3	40,0
	5,00	18	60,0	60,0	100,0
	Total	30	100,0	100,0	

Table 9: Recognition

VAR00006					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3,00	1	3,3	3,3	3,3
	4,00	9	30,0	30,0	33,3
	5,00	20	66,7	66,7	100,0
	Total	30	100,0	100,0	

Table 10: Professionalism

VAR00007					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4,00	10	33,3	33,3	33,3
	5,00	20	66,7	66,7	100,0
	Total	30	100,0	100,0	

Table 11: Satisfaction with the services

VAR00008					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4,00	10	33,3	33,3	33,3
	5,00	20	66,7	66,7	100,0
	Total	30	100,0	100,0	

Table 12: Investment

VAR00009					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4,00	8	26,7	26,7	26,7
	5,00	22	73,3	73,3	100,0
	Total	30	100,0	100,0	

Table 13: Values

VAR00010					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4,00	10	33,3	33,3	33,3
	5,00	20	66,7	66,7	100,0
	Total	30	100,0	100,0	

According to the research conducted, brand identity plays a significant role in influencing employee retention by shaping perceptions and fostering alignment between organizational values and employee expectations. The findings suggest that a strong and well-managed brand identity creates an emotional connection between employees and the organization, which is a critical factor in reducing turnover rates. When employees perceive the company as an ethical, innovative, and supportive workplace, they are more likely to remain committed and aligned with its mission.

The survey results indicate that employees value alignment between their personal values and the organization's culture. However, this aspect showed slightly lower scores (Mean = 4.53) compared to others, suggesting that companies may need to work more actively to communicate and demonstrate how their values resonate with employees' individual goals and beliefs. The data also highlights that a positive brand reputation, as evidenced by the highest score in perceived brand image and reputation (Mean = 4.90), is instrumental in fostering trust and loyalty among employees, reinforcing their decision to stay.

Employee engagement emerged as another critical aspect of brand identity's impact on retention. Engaged employees often act as ambassadors of the brand, promoting its values internally and externally. This engagement creates a sense of belonging and pride, which contributes to long-term loyalty and reduces turnover. Additionally, professional development opportunities and work-life balance were noted as essential factors tied to brand identity, with respondents emphasizing the importance of career growth and flexibility in their overall job satisfaction.

The analysis further shows that companies with robust employer branding strategies, such as those leveraging Corporate Social Responsibility initiatives and maintaining a strong presence on digital platforms, are better positioned to retain talent. Corporate Social Responsibility activities, in particular, not only enhance the organization's image but also attract and retain employees who value ethical and socially responsible behavior.

This research suggests that retention strategies grounded in brand identity are most effective when organizations actively involve employees in the branding process. Employees who feel included in shaping and representing the brand are more likely to develop a strong emotional connection with the company, increasing their loyalty and reducing the likelihood of turnover. These findings highlight the importance of a holistic approach to brand identity management that integrates values, engagement, and professional growth as key components of employee retention strategies.

4. Conclusion

In conclusion, this research has provided valuable insights into the role of brand identity management in the recruitment of new talent.

Brand identity plays a critical role in attracting talent to organizations. A strong brand identity communicates the company's values, culture and reputation as an employer which attracts and retains talent that aligns with them. Through the power of brand appeal, organizations attract the best candidates and retain employees who are committed to the company's mission and culture. Brand identity is a key part of successful talent recruitment and retention, creating a competitive advantage and securing the necessary employees to achieve organizational goals and long-term success.

By understanding the key variables that influence job seekers' perceptions and preferences, organizations can optimize their branding and recruitment strategies to attract and retain top talent. The next steps for this research will be conducting additional in-depth interviews with HR professionals and talent acquisition specialists to further validate the findings. We will also explore the potential for longitudinal studies to track the long-term impact of brand identity on employee retention and satisfaction. Ultimately, this research aims to equip organizations with the knowledge and tools they need to leverage their brand as a powerful asset in the competitive talent landscape.

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