CHAPTER 8

Problems in Designing Employer Branding Offer in Opinion of Representatives of Top 500 Companies – Polish Example

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Summary: The number of publications on the employer branding (EB), both scholarly and practical, has significantly increased in recent years. This is the effect of changes taking place in the labour market, human resource management (HRM) as well as of the necessity to apply new technological solutions associated with the 4.0 Revolution. The method of using new technical and technological solutions is significantly linked to subjective perception of employees, which, in turn, is currently an important element of (EB) communication. The aim of this chapter is to present the opinions of employers from the TOP 500 list with respect to problems in designing the EB offer in relations to selected innovativeness indicators. The research was conducted in 2019 among organizations ranked as the TOP 500 in Poland. The TOP 500 list includes the organizations that had the best market and financial performance in 2018 according to the methodology used by the Rzeczpospolita newspaper. The analyses use the STATISTICA program. The following tests were used: the Kruskal-Wallis ANOVA on ranks and the median

Suggested citation: Albrychiewicz-Słocińska A., 2021, *Problems in Designing Employer Branding Offer in Opinion of Representatives of Top 500 Companies – Polish Example* [in:] *People in organization. Selected challenges for management*, Skalna I., Kusa R. (eds.), Krakow, AGH University of Science and Technology Press, https://doi.org/10.7494/978-83-66727-57-1_8.

test and the Pearson's chi-square test. The results of the research suggest that the strongest Polish organisations still do not understand or notice the changes taking place in the Polish labour market and global meaning of 4.0 Revolution. Persisting in their market hegemon position, they do not think it is necessary to create any special EB communication highlighting the image of a candidate-friendly employer. They anachronistically assume that a market leader automatically becomes a labour market leader.

Keywords: Human Recourse Management, Employer Branding, Employee Value Proposition.

1. Introduction

In the period of transformations in the labour market and the markedly stronger position of employees, employers seek new HR tools to attract and retain new employees. One of such tools is Employer Branding (EB) which covers diverse activities performed by organizations for the purpose of creating and maintaining a positive employer image/brand. Such activities may take place both within and outside the organization. Regardless of their target area, the crucial element is the Employee Value Proposition (EVP), i.e., a description of features and attractiveness of the job offer from a given employer. An increasingly frequent part of such an offer is the organizational knowledge which is the unique, employer-specific, and cumulative collection of organizational and technical experiences. The aim of this chapter is to present the opinions of employers from the TOP 500 list with respect to problems in designing the EB offer in relations to selected innovativeness indicators.

As part of the analysis which investigates the formation of the employer image in the new labour market conditions and in the context of the digital revolution, a survey was performed with the participation of TOP 500 companies from the Rzeczpospolita daily ranking. The list includes those organization which achieved top market and financial results in the year 2018 according to the methodology adopted by the Rzeczpospolita portal. It can be surmised that these organizations have been operating successfully in the environment of the Industry 4.0 so called smart factories (David, 2015; Dorn, Gordon, 2015; Erro-Garcés, 2019; Frey, Osborne, 2017; Gorecky et al., 2014; Liao et al., 2017). In the period when the labour market is dominated by employees, the TOP 500 organizations face special challenges. They have been seeking

to gain specific employees who will be able to work within Industry 4.0 and will drive the growth of organizations with the use of new technologies. An organization's success depends on the combination of technology and talented specialists. In the case of the ranking under consideration, a strong advantage of the organizations is the fact that most of them are listed companies with easier access to the financing necessary for development and innovations. They can also gain and retain talents as they design an appealing and solid offer which attracts the best candidates. Despite such opportune circumstances, employers from the TOP 500 list were asked if they faced any problems related to the EB offer and which parts of this offer they see as crucial. The survey also verified if the innovativeness of these organizations had any impact on the selection of the EB offer elements.

2. Employer Branding: the answer to contemporary challenges

The HRM Institute survey (www.hrminstitute.pl/raport-employer-branding, 2018) among Polish employers revealed that in the nearest future the key factors that will influence the performance of business tasks include the necessity to implement new technologies and the shortage of talents on the labour market. In view of the above, one can observe a growing significance of recruitment and selection which can drive the success of organizations. Any negligence at this stage of the HR process (Zavyalova E., Kosheleva S., Ardichvili A., 2011; Listwan, 2005, p. 79) results in the increased efforts to bring the employee skill set and motivation to a level which allows for effective task performance. Some HR specialists accentuate that the training efforts and expenses will never translate into efficiency to such a degree as the efforts and expenses on gaining people who bring a high potential, knowledge, skills, and unique abilities to the organization (Zavyalova, Denisov, 2008). Furthermore, a careful approach to personnel recruitment and selection is also important from the perspective of the "soft" aspects of an organization's operations, such as trust, loyalty and employee engagement (Prokopowicz, 2016, pp. 23–25).

Relevant sources say that the goal of recruitment and selection is to employ a person with the required competencies which meet the employer's expectations (Searle, 2009, pp. 151–168, Exter, 2013,

p. 44; Michna et al., 2015, p. 281). Recruitment consists in attracting such a number of candidates that will enable a rational selection (Burke, Cooper, 2005, p. 4; Wajda, 2003, p. 143). Employers display considerable creativity in their use of tools for recruitment and selection. The traditional forms of communication with candidates are now insufficient, especially in relation to the youngest generation of potential employees (Decker, 2016, p. 770).

That is why the number of publications on EB has been growing in recent years. It is the result of changes in the labor market (the growing position of employees and the decreasing supply of employees on the labor market) and the need to implement new technological solutions related to the 4.0 revolution and, consequently, the need to recruit and retain employees with unique and valuable competences for the organization. This situation in the last five years also applies to Poland. However, the term EB was introduced much earlier in scientific literature by Ambler and Barrow (1996). The authors defined the employer brand as “the package of functional, economic, and psychological benefits provided by employment, and identified with the employing company” (Barrow, Mosley, 2006, p. xvi). The idea of EB according to many authors, is based on the assumption that a company (employer) is product that needs to be sold. It can be perceived as a marketing-oriented approach to the functioning of an organization and it generates precise and regular activities to meet the current and future need of customers (Ambler, Barrow, 1996; Backhaus, Tikoo, 2004; Berthon et al., 2005; Cable, Judge, 1996; Cable, Turban, 2003; Ewing et al., 2002; Frook, 2001; Lievens, Highhouse, 2003; Lievens et al., 2007; Kucherov, Zavyalova, 2012; Zając, 2014, p. 93). Kucherov and Zavyalova consider employer branding as a progressive HRD (Human Resource Development) approach based on general branding theory which uses some branding principles and tools (e.g., target audience identification, segmentation, promotion) to make the process of people management efficient. That is why employer branding could become an important and challenging part of HRD strategy enabling a company to attract and engage high potential employees and retain talent. Some authors separate employer brand attributes into rational and emotional (Mosley, 2007). Others such as Lievens (2007) consider instrumental and symbolic attributes but Kucherov and Zavyalova broaden the list of employer brand attributes into four groups: economic (high salary, fair system of rewards and bonuses, stable guarantees

of employment, the work schedule); psychological (strong corporate culture, positive interpersonal relations in company, team-working; objective assessment of work); functional (content of work, training perspectives, opportunities of career growth, opportunities to realize fully employees' knowledge and skills); and organizational attributes (leadership in market segment, international scope of activity, company's history, reputation of consumer brands, reputation of top-managers, management style). These attributes range change depending on the perspective of the EB goals and "target audience". This term relates to current employees of company, prospective employees of company (applicants), competitors in the labour market, and intermediaries in the labour market (recruiting firms, government employment bodies, and representatives of the professional HR community).

EB has two targets: internal (the company employees) and external (people potentially interested in working for the company) (Backhaus, Tikoo, 2004). The key goal of the internal EB is to increase the employee effectiveness through initiatives which improve the working conditions and show off the benefits of employment by the company (Sartain, 2007; Kozłowski, 2012). There is a number of the internal EB tool such as: internal communication, career paths, training, periodic employee assessment, satisfaction surveys, financial and non-financial incentives, integration of employees, an organization's system of values and initiatives related to Corporate Social Responsibility (CSR). In turn, the external EB is directed to the outside world and the potential employees. It comprises all information and opinions about the company that a potential candidate can find. The external EB covers two categories of activity: image creation and recruitment. The image-related initiatives serve to expand people's awareness of the company and of the employment advantages that it offers. Organizations usually promote employee benefits, core values and CSR activities. Image creation is large-scale and it attempts at reaching the widest audience. On the other hand, recruitment is selective and focuses on the current processes. Its goal is to reach valuable candidates and make them apply for a job position. Recruitment is usually small-scale and serves to attract a select group of people who meet the expectations as candidates for a specific vacancy. It should also be noted that image-related and recruitment processes intertwine, so all of the external EB initiatives should be consistent and based on a shared strategy (Tor, Lanseng, 2010).

Regardless of the target audience for which the message is created, the efforts made by the organization in shaping the positive image as an employer bring numerous benefits. Literature here points to a number of positives arising from taking such actions (Barrow, Mosley, 2006; Berthon et al., 2005; Knox, Freeman, 2006; Backhaus, Tikoo, 2004; Martin, Hetrick, 2006; Sartain, Schumann, 2007; Lievens, 2007; Erlenkaemper et al., 2003, Erlenkaemper et al., 2006) such as:

- reducing HR costs, especially improving recruitment and selection performance;
- contributing to employee retention, and reducing staff turnover;
- performing of obligations (promises) by employees, abidance by the conditions of psychological contract;
- high degree of recognition of the organization as employer by a target audience;
- standing out from other employers on the labour market;
- increasing of the financial indicators (growth of margin, sales, shareholder profit, share value);
- possibility to offer lower payment to employees on similar positions in comparison with the companies which do not have the employer brand, and finally
- increases the satisfaction of employees and consumers.

The analysis of reports from 2012–2018 prepared by the HRM Institute indicated the growing importance of EB in companies' policies and strategies in Poland. The early reports show the lack of strategy with respect to EB and the inability to connect this area with the organization's HR function. The EB initiatives were carried out by teams or employees responsible for marketing and usually consisted in the public promotion of companies. At present, organizations devote as much time and energy to the employer brand as to the consumer brand. Companies use their brand to make an impression on their customers and on potential candidates as well, regardless of whether they control how it actually happens. The goal is not only to increase the number of applications for vacancies, but also to attract highly qualified candidates who will contribute to the company's competitive edge. Eurostat informs that at the end the year 2019 the unemployment rate in Poland was 3.3%, which means that in 2020 employers will find it even harder to reach prospective candidates (www.gov.pl/web/rodzina/eurostat-polska-wciaz-w-czolowce-krajow-z-najnizszym-bezrobociem). In earlier reports it was clear that employers had an ambivalent attitude

towards EB, but now most of them understand that EB is no longer optional: it is the obvious necessity of today. The 2018 report says that more than 50% of the companies have a (more or less) precise strategy of employer branding which also promotes the employer brand within the organization. 42% of the respondents inform that the EB initiatives are carried out mainly by HR departments, while 11% of the companies have formed specialized EB departments. Though most of the surveyed organizations admit that there are serious challenges in the scope of EB, they recognize the great significance of this area for HRD (Human Resource Development).

3. EB in the Industry 4.0 Environment

The difficulties in gaining the right candidates result from changes in the Polish labour market and in the turn of the Polish economy toward the digital revolution. However, highly qualified employees, ready to constantly revise and update their knowledge, are crucial for the implementation of new technical and technological solutions. Therefore, the EB initiatives must now focus on different areas to attract talents. Moreover, the EB activities frequently use advanced digital solutions such as bots in initial job interviews, complex digital analyses for the processing of application documents and the use of Virtual Reality (VR) for the purposes of promotion, training and induction of new employees. However, digital technologies mainly present a challenge to EB due to the usual space and forum for the EB initiatives. The youngest generation of employees and candidates show intensified activeness and fluency in sharing their opinions in social media, which makes them important influencers who shape the employer image of various organizations (Gojtowska, 2019, p. 217–236). Therefore, it is crucial to understand this group of candidates in order to design and carry out an effective EB campaign. The form and channels of communication in such campaigns play an important role, but that is not the end of it. The actual content of the offer from the employer to the potential employee, i.e. Employee Value Proposition (EVP), is even more significant (Backhaus, Tikoo, 2004, Eisenberg et al., 2001). EVP is a popular term which describes the features of the attractiveness of the job offer from an employer. It is a kind of arrangement between the organization and the employee/candidate regarding the emotional and financial advantages

offered in return for his/her contribution and results. The content of this “arrangement” is what makes the employer different from competitors. EVP is the foundation for the image consistency in the EB campaign. In the HRM Institute reports, employers indicate the following EVP elements as crucial in the process of recruiting talents: atmosphere in the company, remuneration and employee benefits, initiatives related to the work-life balance (WLB), CSR activities and development opportunities. In attracting young candidates who form the key target group of the EB activities, remuneration and employee benefits have the greatest significance, while in terms of retaining employees and gaining highly qualified specialists, the other elements of EVP move to the foreground.

4. Methodology

The survey results presented in this chapter come from the nationwide quantitative survey of Polish companies under the project “New tendencies in HR management in large enterprises” carried out in 2019 with the participation of a specialist external partner: MRW Market Research World. The survey was made with the use of quantitative methods and mixed techniques: CAWI and CATI.

The survey operator was the database of the 500 largest companies in Poland (according to the 2018 ranking by the Rzeczpospolita portal). Random sampling was used. As a result, the survey of a representative sample was carried out according to the following parameters: general population = 500, error of estimation = 6%, confidence interval = 95%.

The EB-related section of the survey used the 5-point Likert scale in which the respondents could present their attitude to statements by choosing an option (1-I disagree completely, 2 I rather disagree, 3- I do not agree and I do not disagree, 4 – I rather agree, 5 – I agree completely). 179 companies participated in the survey: manufacturers (41.8%), production and services (14.5%), services (27.4%), commerce (8.4%), production and commerce (7.8%). A majority of the surveyed organizations belongs to the income group of PLN 51–200 million (68.1%), followed by the income group of PLN 5–50 million (17.9%) and the least numerous income group of PLN 200 million (14%). Most of the participating organizations represents the headcount group of 201–500 employees (73.18%) and the remaining organizations employ more than 500 employees (26.82%).

This chapter investigates the section of the survey regarding the greatest challenges in designing the EB offer and the way they relate to the company's level of innovativeness. The researchers decided to use inductive inference for specific observed or analysed cases or situations (Williams, 2021; Krueger, 2018). The study aimed to discover general regularities in the analysed research areas. The authors of the study are aware that inductive reasoning involves a probability that the drawn conclusions may be false or only apparently true. As part of the survey, the following problem was posed: does the innovativeness of a TOP 500 organization influence the selection of the EB offer elements?

The elements of the Employee Value Proposition were defined as follows: training and development (EVP 1), ethics and CSR (EVP 2), WLB (EVP 3), atmosphere at work (EVP 4) (social environment at work), remuneration and employee benefits (EVP 5). When asked about the greatest challenges in designing the EB offer in particular areas, the employers specified the following problems: firstly, definition of the remuneration and employee benefits (an average on the scale of answers = 3.43575); secondly, the social environment at work (3.10055); training and development as well as the WLB had the same average (3.02234), ethics and CSR presented the least difficulty in designing the EB offer (2.97765), through the correct interpretation of this result should underline that these areas were seen as least significant for the EVP.

5. Survey Results

The survey assumed numerous statistical hypotheses pertaining to the relations between selected indicators of innovativeness (including: a comparison with competitors in terms of innovativeness, cost reduction, growth in productiveness, launching new products, new investments, implementation of new technologies, increase in the innovativeness of employees, intensification of operations on markets, growth in research and development, assessment of the company in terms of successes in the market) and the most challenging EVP areas in the process of formulating the EB offer. The further sections of this chapter will present only those hypotheses for which the statistical verification allows to accept the alternative hypothesis. For the purpose of analysing the significance of differences with respect to the mentioned variables the STATISTICA

program, the ANOVA Kruskal-Wallis test by ranks and the median test were applied.

The survey assumed numerous statistical hypotheses pertaining to the relations between selected indicators of innovativeness (including: a comparison with competitors in terms of innovativeness (I1), cost reduction (I2), growth in productiveness (I3), launching new products (I4), new investments (I5), implementation of new technologies (I6), increase in the innovativeness of employees (I7), intensification of operations on markets (I8), growth in research and development (I9), assessment of the company in terms of successes in the market (I10)) and the most challenging EVP areas in the process of formulating the EB offer. It was assumed that Ho is the hypothesis where there are no differences due to the grouping variable, while H1 is an alternative hypothesis about the occurrence of such differences. In consequence of statistical analyses, a material statistical interdependence was confirmed with respect to several hypotheses (Table 1), while three hypotheses revealed an interdependence with insufficient statistical power that would allows to reject the zero hypothesis of no connection between the variables. The further sections of this chapter will present only those hypotheses for which the statistical verification allows to accept the alternative hypothesis.

Table 1. Statistical relations between indicators

Selected indicators of innovative organizations	Challenges in designing the EB offer in relation to				
	(EVP 1)	(EVP 2)	(EVP 3)	(EVP 4)	(EVP 5)
I1	–	Yes	Yes	–	–
I2	–	–	Yes	–	–
I3	Yes/No	–	–	–	Yes
I4	–	–	–	–	–
I5	–	–	–	–	Yes
I6	–	Yes/No	Yes	–	–
I7	–	–	–	Yes/No	–
I8	–	–	–	–	–
I9	–	–	–	–	–
I10	–	–	Yes	–	–

Source: own elaboration based on the research result

The first hypothesis assumes that there is an interdependence between a company's innovativeness in comparison with its competitors and the area of ethics and CSR included in the EB offer. In relation to the defined statistical hypothesis it was asserted that the value of the Kruskal-Wallis test $H(4, N=179) = 9.662497$ and the probability value (p-value) = .0465 allow to reject the zero hypothesis and to conclude that a company's innovativeness in comparison to competitors is statistically significant for the inclusion of ethics and CSR in the EB offer. The analysis of crosstabs reveals that organizations who have a low self-assessment in terms of innovativeness in comparison with competitors in the market show an indifferent attitude to ethics and CSR in the creation of the EB offer, while organization with a positive self-assessment disclose that the area of ethics and CSR causes difficulties in the formation of the EB message, which also means that this area is important to such companies.

The next hypothesis assumes that there is an interdependence between the assessment of a company's innovativeness in comparison with its competitors and the area of WLB included in the EB offer. The value of the Kruskal-Wallis test $H(4, N=179) = 16.70762$ and the probability value $p = .0022$ allow to reject the zero hypothesis and accept the alternative hypothesis of the interdependence between the two variables. The analysis of crosstabs indicates that alongside the increase of the company attractiveness in terms of innovativeness, there is also an increase in the number of organizations which display an indifferent attitude towards the inclusion of WLB in the EB offer.

The next statistical hypothesis assumed that there is a connection between a company's assessment in terms of success in the market and the WLB area included in the EB offer. The Kruskal-Wallis test $H(4, N=179) = 12.43702$ and the probability value (p-value) = .0144 allow to reject the zero hypothesis. Therefore it can be concluded that the assessment of a company's success in the market influences the challenges related to the inclusion of the WLB area in the EB offer. The analysis of detailed distributions of the answers gives grounds to the assertion that as the assessment of a company's success in the market increases, so does the level of indications regarding problems of the inclusion of WLB in the EB offer.

The other statistical hypothesis assumed that there is a connection between cost reduction and the area of WLB included in the EB offer. Values in the Kruskal-Wallis test: $H(4, N=179) = 12.43702$ and the

probability value (p-value) = .0144 allow to reject the zero hypothesis. The analysis of crosstabs shows that increase in the positive assessment of a company in terms of cost reduction in comparison with competitors is linked with a parallel increase in the indications of problems regarding the inclusion of *WLB* in the *EB* offer.

The next confirmed statistical hypothesis was as follows: there is a connection between the growth of productivity and the inclusion of training and development in the *EB* offer. The Kruskal-Wallis test $H(4, N = 179) = 8.512030$ for $p = .0745$ and the median test chi-squared = 7.074528 $df = 4$ $p = .1320$ do not allow to reject the zero hypothesis of the lack of connection between the variables, though the analysis of the distribution of the answers allows to detect a statistically insignificant regularity, i.e. companies that have been observing the growth in productivity in recent years do have some difficulties regarding the inclusion of training and development in their *EB* offer.

The other hypothesis is that there is a connection between the growth in productivity and the difficulties regarding the inclusion of remuneration and employee benefits in designing the *EB* offer. The value of the Kruskal-Wallis test $H(4, N = 179) = 9.325299$ with $p = .0535$ are extremely close to the rejection of the zero hypothesis. However, the analysis of the detailed distribution of the answers reveals how difficult it is for companies that have been increasing productivity in recent years to define the area of remuneration and employee benefits in the *EB* offer.

The next statistical hypothesis assumed that there is a connection between a company's new investments and the difficulties regarding the inclusion of remuneration and employee benefits in designing the *EB* offer. The Kruskal-Wallis test $H(4, N = 179) = 12.87579$ with $p = .0119$ confirm that one can reject the zero hypothesis of the lack of connection between the two variables. The analysis of crosstabs indicates that new investments in the surveyed organizations in recent years have had a significant impact on the opinions regarding the difficulties of formulating the *EB* offer in terms of remuneration and employee benefits.

The next statistical hypothesis assumed that there is a connection between the implementation of new technologies by a company and the difficulties in including ethics and *CSR* in the *EB* offer. The Kruskal-Wallis test $H(4, N = 179) = 8.109794$ for $p = .0876$ and the median test (chi-squared value = 15.30607 $df = 4$ $p = .0041$) indicate that there are

no grounds for rejecting the zero hypothesis. A detailed analysis of the answers reveals that organizations which implement new technologies encounter difficulties in integrating the area of ethics and CSR in the EB message.

The next statistical hypothesis assumed that there is an interdependence between the implementation of new technologies by a company and the difficulties in including WLB in the EB offer. The Kruskal-Wallis test $H(4, N = 179) = 9.839433$ and $p\text{-value} = .0432$ confirm that one can reject the zero hypothesis of the lack of connection and accept the alternative hypothesis. Furthermore, the analysis of crosstabs reveals that organizations which implement new technologies encounter difficulties in integrating the area of WLB in the EB message.

The other statistical hypothesis assumed that there is an interdependence between the innovativeness of employees and the difficulties regarding the inclusion of healthy atmosphere at work in designing the EB offer. The value of the Kruskal-Wallis test $H(4, N = 179) = 8.633382$ for $p = .0709$ and the median test (chi-squared value = 3.623108 $df = 4$ $p = .4594$) indicate that there are no grounds for rejecting the zero hypothesis. However, a detailed analysis of the distribution of the answers reveals that companies which experience no changes in the innovativeness of employees do also have difficulties in defining the healthy atmosphere at work in their EB offer.

6. Discussion

Based on the survey results, one can arrive at the general conclusions which do not seem too optimistic for the group of enterprises under analysis as the companies looks to be too sure of their own position. The surveyed companies from the TOP 500 list include organizations which enjoy a strong position on the market and keep growing, so it comes as no surprise that they do not declare any serious difficulties in creating the EB offer and designing its key elements. The exception is the element of remuneration and employee benefits, which is also confirmed in the results of the surveys conducted by the HRM Institute in 2018. Due to the increase in the minimum wages, social benefits and shortages on the labour market during the last 5 years, the income of Polish employees holding lower and medium-level job positions have increased considerably. However, despite the declarations that deny any

difficulties in designing the EB message, the analysis of innovativeness revealed that employers are forced to focus on specific areas of the EVP. It is so regardless of the fact that these employers represent relatively solid brands in Poland. Organizations which have a weaker position on the market in terms of innovativeness in comparison to competitors display an indifferent attitude towards the area of ethics and CRS in formulating their EB offer, while organizations with a positive self-assessment in this respect admit that ethics and CSR can be a serious challenge in designing the EB message. It can be concluded that this process is linked with the use of outdated technologies which are harmful to the environment, local communities or even employees. It is extremely difficult to speak externally about such an attitude in any kind of positive vein. Organizations which enjoy an increase in attractiveness observe that WLB is becoming a crucial topic for employees and candidates (particularly the younger ones), therefore the organizations try to understand their preferences in this respect. The WLB programs are, however, quite expensive, so organizations that strive to reduce costs encounter difficulties in taking initiatives related to WLB. Interestingly, there exists a connection between the growth in productivity and the problems in defining the area of training and development as well as the area of remuneration and employee benefits in the EB offer. These elements are closely related to the employee performance and make candidates think about how the individual effort and contribution in learning and working can translate into earnings. Furthermore, organizations do not wish to externally communicate their solutions so as not to disclose any secrets of their success. A detailed analysis of the answers reveals that organizations which implement new technologies encounter difficulties in integrating the area of ethics, CSR and WLB in the EB message. These are the “soft” areas of HR which can be difficult to display as attractive for technologically advanced organizations employing highly qualified specialists. Apparently, they do not pay any attention to such messages, but concentrate on the “hard” aspects such as remuneration or work organization. Meanwhile, their answers show that these soft elements come as the most frequent reasons why employees quit their jobs.

It seems that the surveyed organizations display self-confidence which is based on their strong market positions. While global corporations such as Google, IKEA, E&Y or Amazon put a lot of efforts into their EB campaigns despite the fact that they are the most recognizable and

successful employee brands, Polish organizations tend to capitalize on the popularity of the consumer brand and fail to focus on the aspect of their attractiveness to potential employees. It may be that for these organizations the problems encountered by a majority of Polish employers in terms of gaining talents are not significant, so they do not find it necessary to revise their EB strategies in view of the recent market transformations.

7. Conclusions

Employer branding is defined as a variety of activities undertaken by organizations that are focused on creating a positive employer brand. These activities can be carried out both inside and outside the organization. Consciously building the image of the employer of choice, more and more often supplies a range of practices supporting human resources management in organizations operating on the Polish market. HR specialists consider it important to build such an employer's position that not only attracts desirable employees, but also keeps them for longer. Their specific values, expectations and experience of work are not understandable to many modern enterprise managers, which can lead to poor ratings and build distances. The questions of EB are becoming more important in practical terms, but they have not been extensively investigated in academic research yet. Their significance is the result of the co-existence of several important factors such as: transformations in the labour market, personnel shortages due to a generation gap, new features and values represented by employees of the younger generation (people in their twenties and thirties) as well as Industry 4.0 and the growing demand for competencies other than those of the older generation. The sources do not contain any wide-range research in this respect. Any future research should undoubtedly cover such aspects as the emotional employer branding and candidate experience.

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