Employer Branding as a Digital Marketing Strategy: The Role of Human Resources in Improving the Corporate Image on Social Media

Intan Mustika Jati[1], Bella Gusniar[2], Nicky Gilang Wicaksono[3], Vincensia Serenade[4]*

[1]*Faculty of Law and Business Technology, Sugeng Hartono University, Indonesia*
[2]*Faculty of Law and Business Technology, Sugeng Hartono University, Indonesia*
[3,4] *Faculty of Law and Business Technology, Sugeng Hartono University, Indonesia*
abellgusniar@gmail.com,intanmustikajati.work@gmail.com,nickygilang@gmail.com, serenadevincensia@gmail.com
DOI : https://doi.org/10.55248/gengpi.6.0625.22124

SUMMARY

In the digital age of competition, employer branding has become a crucial strategy for companies to establish themselves as attractive employers. This study examines the influence of employer branding and employer value proposition (EVP) as part of a digital marketing strategy on a company's image in social media. Using a descriptive-quantitative approach, data was collected from 120 respondents via an online questionnaire based on a Likert scale. The data was analyzed using descriptive tests, Pearson correlation, and simple linear regression.

The results of the study show that although employer branding and EVP have descriptively high perception values (EB = 3.94; EVP = 3.91; CP = 4.05), the relationship between the variables is weak (EB-CP = 0.01; EVP-CP = 0.05) and not statistically significant ($R2$= 0.003; $p > 0.05$). This result suggests a gap between digital employer branding activities and the creation of a measurable corporate image. Therefore, it is necessary to strengthen the synergies between HR and digital marketing functions to convey EVP values authentically and consistently.

This study provides theoretical insights for the development of social media-based employer branding studies and offers companies practical recommendations for optimizing more effective digital communication strategies that impact corporate reputation.

Keywords: Employer Branding, Employer Value Proposition (EVP), corporate image, digital marketing, social media, HR

1. Introduction

1.1 Background

In today's highly competitive digital age, companies must not only win customers but also attract and retain the best talent. One strategy that is rapidly evolving in response to this challenge is employer branding. This is a strategic initiative by companies to shape and manage the positive perception of themselves as ideal employers. This concept has undergone significant changes with advances in information technology and the development of social media, transforming the way companies communicate with job seekers and the general public.

Employer branding is no longer solely a marketing domain, but also a strategic task of human resources (HR). A company's reputation as an employer not only influences employee recruitment and retention, but also contributes to the company's overall image. In this context, HR plays a crucial role in developing and disseminating the employer value proposition (EVP) – a set of values and benefits that the company offers its employees through digital channels, especially social media (Sivertzen et al., 2013; Theurer et al., 2018).

The use of social media as a corporate communications tool is becoming increasingly popular because it allows companies to reach a broad audience at relatively low cost and offers flexibility in conveying strategic messages. Through platforms such as LinkedIn, Instagram, and TikTok, companies can showcase their work culture, corporate values, employee testimonials, and various forms of narrative content that support employer branding. Research

We don't have a nomenclature and can't delete this field. Please help prevent this field from appearing in this journal.

shows that digital activities integrated into EVP messages can increase a company's attractiveness in the eyes of potential applicants while simultaneously strengthening positive public perceptions (Backhaus & Tikoo, 2004; Tumasjan et al., 2020).

The biggest challenge, however, is ensuring that the employer branding strategy implemented through social media truly aligns with the company's internal values and strengthens the company's overall image. Active involvement of the HR team is crucial to ensuring that published content reflects the company culture and meets the expectations of an increasingly critical digital audience. Therefore, it is important for companies to evaluate

the effectiveness of collaboration between the HR department and the digital marketing team in building the company's image through a strategic employer branding approach.

Given the importance of this topic, this study examines how employer branding, as part of a digital marketing strategy, can enhance corporate image through the active role of HR in shaping and communicating EVP values   on social media. By understanding the interrelationships between these elements, companies can develop more appropriate strategies for building a strong and sustainable digital reputation.

1.2 Problem formulation

Against this background, the problem of this study is:

1.   Is employer branding implemented as a digital marketing strategy by companies via social media?

2.   Can employer branding based on the employer value proposition (EVP) help improve the company's image on social media?

1.3 Research purposes

The objectives to be achieved with this research are:

1.   Analysis of the implementation of employer branding as a digital marketing strategy via social media.

2.   Measuring the impact of EVP-based employer branding on improving the company's image in social media.

1.3 Benefits of research

1.3.1 Theoretical advantages

This research aims to enrich academic studies in the field of human resource management and digital marketing, particularly in relation to employer branding and corporate image. The results of the study can also serve as a reference for the development of a social media-based employer branding model in academic settings.

1.3.2 Practical benefits

1.   For the company, it provides management with strategic information to optimize synergies between HR and digital marketing functions to build the company's image.

2.   For HR professionals, it is a reference in designing an EVP that can be effectively communicated via social media.

3.   For other researchers, it can be used as basic material or reference for further research on similar topics using different methodological approaches.

1.1.   Scope

This study examines the use of social media as a strategic channel for employer branding in Indonesian companies. It focuses on how the active role of the human resources department in developing and implementing EVP can improve the company's image on social media. The study may include companies that have actively implemented an EVP-based digital branding strategy.

2. Library review

2.1 Theoretical studies

2.1.1 Employer brand

Employer branding is a strategic process for building a company's image as an attractive employer for current and potential employees. This concept was first introduced by Ambler & Barrow (1996) and has become increasingly established in the field of human resource management and marketing. Employer branding reflects not only the company's reputation but also the professional experience offered to potential talent. Backhaus and Tikoo (2004) emphasize that employer branding consists of three main components: the company's core values   (EVP), internal and external communications, and the company's public image.

2.1.2 Digital marketing in social media

Digital marketing is a marketing activity that uses digital media, including social media, as a communication channel. Social media platforms such as Instagram, LinkedIn, and TikTok are effective channels for reaching young job seekers. According to Chaffey and Ellis-Chadwick (2019), the

advantages of social media in employer branding are speed, interactivity, and wide reach. Visual content, narratives about company culture, and employee testimonials are important tools for strengthening a company's image.

2.1.3 Employer Value Proposition (EVP)

EVP encompasses a range of values   and benefits that a company offers its employees, such as compensation, career development, work culture, and work-life balance. EVP is the core of a credible employer branding strategy. According to Theurer et al. (2018), a strong and well-communicated EVP can increase a company's attractiveness and strengthen employee retention.

2.1.4 Corporate image

Corporate image is the perception of a company's reputation and credibility among the public or potential employees. Keller (2013) found that corporate image can be influenced by brand communication, user experience, and third-party opinions. In the context of employer branding, corporate image is created by the consistency of the message conveyed and the authenticity of the company's publicly perceived values.

2.1.5 Strategic role of the human resources department

The modern HR department is no longer merely administrative but is becoming a strategic partner in creating corporate value. In employer branding, HR plays a role in: (1) creating the EVP, (2) ensuring that the employee experience aligns with the brand promise, and (3) collaborating with the marketing department to disseminate the image. Ulrich (2017) emphasized that the role of HR as an internal brand ambassador is very important for maintaining consistency in the corporate culture.

2.2 Previous research

NO.	Author and year	Research title	Key results
1	Sivertzen et al. (2013)	Employer Branding & Social Media	Employer branding via social media has a significant impact on employer attractiveness.
2	Theurer et al. (2018)	Employer Branding: A Brand-Based Literature Review	A strong EVP is the key to successful employer branding.
3	Tumasjan et al. (2020)	Use employer branding and personnel development	Employer branding has a direct impact on the company's image and the performance of the human resources department.
4	Nugroho (2022)	Social media strategy in corporate image	Involving the HR department in digital campaigns strengthens brand positioning on social media.

Table 1 Previous research

2.3 Thinking frame

This study is based on the assumption that strategically designed employer branding by the HR department and disseminated through social media can promote a positive public perception of the company's image. Employer branding supported by a strong EVP and consistently communicated increases trust and the company's attractiveness in the eyes of potential employees. The stronger the employer branding strategy and the commitment of the HR department, the more positive the company's image on social media.

2.4 Hypothesis

Based on the framework described above, the following hypothesis can be formulated:

H_1: Employer branding based on digital marketing has a positive effect on improving the company's image in social media.

3. Methodology

This study uses a descriptive quantitative approach that aims to explore the role of *Employer brand* (EB) and *Employer value proposition* (EPP) as part of the strategy *digitales Marketing* in shaping the corporate image (CP) via social media. Data was collected using a Likert-scale questionnaire (1–5), which was distributed online to 120 respondents.

3.1 Research variables

This study measures three main variables, namely:

1. Employer Brand (EB): The company's communication strategy to promote its image as an attractive workplace through social media such as Instagram, LinkedIn and TikTok.

2. Employer Value Proposition (EVP): The unique values offered to employees, such as career development, work culture, compensation, and work-life balance.

3. Corporate Image (CP): Public perception of a company's reputation, credibility and attractiveness as a place to work.

3.2 Operational Definition

Each variable is measured using the following indicators:

1. EB: Social media content, employee testimonials, stories about corporate culture.

2. EVP: Opportunities for self-development, compensation systems, corporate values.

3. CP: Credibility, public trust, brand consistency on social media.

The instruments were tested for validity and reliability before being used for data collection.

3.3 Population and sample

The population of this study consists of active social media users who interact with corporate accounts. The sample is determined using the method *targeted sampling* with the following criteria:

1. Minimum age 18 years

2. Follow or view content related to the company's branding on social media

3. Number of samples: 120 respondents

3.4 Data collection techniques

Data were collected via an online questionnaire using Google Form. In addition, secondary data were collected from relevant academic literature on employer branding and corporate image. The journal and book sources used were selected from credible academic publications published after 2019. Backhaus, K. & Tikoo, S. (2004).

3.5 Data analysis techniques

The data analysis techniques used include:

1. Descriptive analysis: to determine the tendency of the mean value of each variable.

2. Pearson correlation test: to see the relationship between the variables EB, EVP and CP.

3. Simple linear regression: to test the influence of EB and EVP on CP.

4. Validity and reliability test: before the main analysis with Cronbach's Alpha on the instrument

4. Results and discussion

This study involved 120 participants. The aim was to investigate the influence of employer branding (EB) and employer value proposition (EVP) as part of a digital marketing strategy on the development of corporate image (CP) in social media. The three variables were measured using a Likert scale from 1 to 5.

4.1 Research results

The results of the descriptive analysis show that the average value for EB is 3.94, for EVP 3.91, and for CP 4.05. This suggests that the company is actively building its image through social media and that the EVP values offered are relatively well perceived by the audience. However, the results of the Pearson correlation analysis show a weak relationship between the variables (EB–CP = 0.01; EVP–CP = 0.05; EB–EVP = 0.23). Furthermore, the results of the simple linear regression show that EB and EVP explain only 0.3% of the variation in CP ($R^2 = 0.003$) and are not statistically significant ($p > 0.05$).

4.2 Discussion

Although employer branding and EVP have high perception scores, neither yet has a statistically significant impact on the company's image. Possible causes include less optimal digital communication strategies, more dominant external influences on the image, and weak EVP narratives on social media. However, the high descriptive scores indicate great potential to strengthen the strategy through storytelling content, HR involvement, and a more emotional and authentic approach to digital communication.

4.3 Practical implications

This study recommends:

1. Consistent integration of EVP values into social media content;
2. Active involvement of the HR department in the creation of digital narratives;
3. Using employee testimonials as authentic storytelling;
4. Regularly evaluate digital engagement to improve the effectiveness of your brand strategies.

5. Conclusions and Recommendations

5.1 Conclusion

The results of the study with 120 respondents showed that employer branding and employer value proposition (EVP) were actively implemented by companies via social media, with a high average rating (EB: 3.94; EVP: 3.91; CP: 4.05). Although the company's image is perceived positively by the digital public,**,** The relationship between the variables EB, EVP and CP is still statistically weak, **And** the effect is not significant in the regression model ($R^2 = 0.003$; $p > 0.05$)**.**This suggests that there is still a gap between digital branding activities and measurable corporate image building.

Furthermore, the strategic role of HR in supporting employer branding in the digital realm is viewed as suboptimal. Stronger synergy between HR and marketing functions is needed to communicate EVP messages consistently and authentically.

5.2 Suggestions

This study recommends companies:

1. Develop a more systematic and integrated digital employer branding strategy with ongoing EVP content.
2. Promote the active involvement of the HR department as*Brand ambassador*, particularly through narratives based on employees' experiences.
3. Conduct regular evaluations of digital campaign effectiveness using engagement data and sentiment analysis.
4. Develop further research by including additional variables such as product reputation, customer experience, or service quality.
5. Improve cross-functional collaboration between HR, communications, and digital marketing teams to support the implementation of employer branding with real impact.

References

Backhaus, K., & Tikoo, S. (2004). Conceptualization and Research of Employer Branding. Career Development International, 9(5), 501–517. https://doi.org/10.1108/13620430410550754

Sivertzen, A. M., Nilsen, E. R., & Olafsen, A. H. (2013). Employer Branding: Employer Attractiveness and the Use of Social Media. Journal of Product & Brand Management, 22(7), 473–483. https://doi.org/10.1108/JPBM-09-2013-0393

Theurer, C. P., Tumasjan, A., Welpe, I. M., & Lievens, F. (2018). Employer Branding: A Brand Equity-Based Literature Review and Research Agenda. International Journal of Management Reviews, 20(1), 155–179. https://doi.org/10.1111/ijmr.12121

Tumasjan, A., Kunze, F., Bruch, H., & Welpe, I. M. (2020). Employer Branding, Performance Management, and Human Resource Development to Increase Employer Attractiveness. Human Resource Development International, 23(3), 237–257.https://doi.org/10.1080/13678868.2019.1701991

Cable, D. M., & Turban, D. B. (2003). The value of corporate reputation in the recruitment context: A brand equity perspective. Journal of Applied Social Psychology, 33(11), 2244–2266. https://doi.org/10.1111/j.1559-1816.2003.tb01883.x

Edwards, M. R. (2010). An integrative analysis of employer branding and OB theory. Personnel Review, 39(1), 5–23.

https://doi.org/10.1108/00483481011012809

Barrow, S., & Mosley, R. (2005). The Employer Brand: The Best of Brand Management for People in the Workplace.

Wiley. ISBN: 978-0470012734

Kapoor, P. S. & Sherif, J. (2021). Digital Employer Branding: A Content Analysis of Communication Patterns on Social Media Platforms. International Journal of Organizational Analysis, 29(5), 1238–1253. https://doi.org/10.1108/IJOA-11-2020-2482

Collins, C. J., & Stevens, C. K. (2002). The relationship between early recruitment activities and entry-level applicants' application decisions: A brand equity approach to recruitment. Journal of Applied Psychology, 87(6), 1121–1133.

https://doi.org/10.1037/0021-9010.87.6.1121

Kucherov, D., & Zavyalova, E. (2012). Human resource development practices and talent management in employer-branded organizations. European Journal of Training and Development, 36(1), 86–104. https://doi.org/10.1108/03090591211192647

Kotler, P., & Keller, K. L. (2016). Marketing Management (15th ed.). Pearson Education.