

The Important Key to Communication in Building Employer Branding

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Abstract

This research aims to explore the relationship between communication and employer branding at the National Statistics Office using a literature review approach. This study examines various literature related to organizational communication theory and employer branding practices and assesses the application of these theories in the context of the National Statistics Office. This research examines how the communication strategy implemented can influence the perception and reputation of the organization as an attractive employer. This analysis is expected to produce an in-depth understanding of how effective communication practices can be improved and integrated with employer branding strategies to increase the organization's attractiveness to potential talent and current employees. These findings will provide strategic recommendations to improve internal and external communication policies, with the ultimate goal of strengthening their brand as an employer of choice.

Keywords: employer branding, communication, national statistical office

I. Introduction:

According to Oxford Economics (2012), Over the past few decades, significant shifts in the business environment have reshaped the global supply and demand for talent due to technological progress, market globalization, evolving demographic patterns, and shifting needs and expectations of customers and other stakeholders. The ability to attract and retain top talent is essential for organizational success. Employer branding, the process of promoting a company or organization as an employer of choice, has become a critical strategy in human resource management. For national statistical offices, which play a pivotal role in providing accurate and timely data for policymaking and public knowledge, establishing a strong employer brand is vital. This research aims to explore the strategies and impact of employer branding within the context of a national statistical office in Indonesia.

The concept of employer branding extends beyond mere recruitment advertisements. It encompasses the creation of a positive image and reputation that reflects the organization's values, culture, and employee experience. For a national statistical office, which often faces the challenge of competing with private sector entities for skilled professionals, a robust employer brand can significantly enhance its attractiveness to potential employees. Furthermore, a well-defined employer brand can improve employee retention, engagement, and overall job satisfaction, thereby fostering a more productive and committed workforce.

Effective communication stands as a cornerstone of successful employer branding. For a national statistical office, which holds the critical role of collecting, analyzing, and disseminating data that influences national policy and public understanding, both internal and external communication are paramount. This research investigates the significance of these communication channels in shaping and enhancing the employer brand of the national statistical office in Indonesia.

Internal communication refers to the processes and systems within an organization that ensure clear, consistent, and transparent messaging to employees. Effective internal communication fosters a sense of belonging, alignment with organizational goals, and increased job satisfaction. For a national statistical office, this means creating an environment where employees feel valued and informed about the office's mission, objectives, and achievements. Strong internal communication not only boosts employee morale but also enhances their advocacy for the organization, thereby strengthening the employer brand from within.

External communication, on the other hand, involves the ways in which the organization presents itself to potential employees, stakeholders, and the general public. This includes branding efforts through social media, public relations campaigns, and recruitment marketing. For a national statistical office, effective external communication is crucial in attracting top talent, building a positive public image, and establishing credibility and trust. By integrating both internal and external communication strategies, the national statistical office can create a cohesive and compelling employer brand that resonates with both current and prospective employees, ultimately supporting its mission to provide high-quality statistical data for the nation.

This research will discuss more deeply through various literature about the importance of internal and external communication in building employer branding. This study will also discuss practices in internal and external communication in the national statistical office with case studies in BPS Indonesia.

II. Concept of Employer Branding

Employer branding is a strategy used by companies to build a positive image as an attractive workplace for both prospective and existing employees. The concept has evolved from the need for organizations to position themselves strategically in a competitive labor market and ensure that they are able to attract and retain quality talent. Backhaus and Tikoo (2004) define employer branding as the process of building a company's unique

identity as a desirable workplace through branding efforts both internally and externally. Employer branding involves collaboration between marketing, human resource management (HRM), and corporate communications to create a compelling Employee Value Proposition (EVP). This EVP encompasses the various benefits offered to employees, including compensation, career development opportunities, work culture, and company values.

Employer branding is important because it has various strategic benefits. One of the main benefits is its ability to attract quality talent or Talent Attraction. According to Cable and Turban (2001), companies with a strong brand as an employer tend to be more attractive to potential candidates. Prospective employees are more likely to choose companies that have a good reputation, a work environment that suits their preferences, and offer values that are in line with personal beliefs. In addition, employer branding also plays a role in Employee Retention. Employees who feel that their workplace has a good reputation in the labor market tend to be more comfortable and loyal to the company. A study by Collins and Stevens (2002) showed that strong employer branding can reduce employee turnover rates. Employees who are proud of their company also tend to be more productive and have a high commitment to the company's goals, as found by Aon Hewitt (2012), that strong employer branding is related to increased employee engagement and productivity.

Employer branding consists of several core components, one of which is the Employee Value Proposition (EVP). EVP is the core of employer branding that includes financial and non-financial rewards, career development opportunities, work-life balance, and company culture. Mosley (2007) stated that a strong EVP is the foundation for successful employer branding. In addition, it is also important to consider the Employee Experience. Branding is not only about how a company looks from the outside, but also how employees feel about their workplace. Employer branding must be in line with the daily experiences felt by employees in the work environment. If the experience does not match the image being promoted, the brand will lose credibility. Finally, External Image also plays an important role in employer branding, especially in attracting external talent. Edwards (2010) stated that effective external communication through social media, company websites, and employee testimonials can form a positive perception in the eyes of prospective employees.

Along with the development of digital technology, employer branding is now increasingly dependent on social media and other digital platforms. Through digital media, companies can directly communicate with prospective employees and manage their reputation in the labor market. Sivertzen, Nilsen, and Olafsen (2013) stated that companies that actively manage employer branding on social media have better access to desired talent. Digital media allows companies to show positive aspects of the company culture and offer more transparent information about working conditions.

However, employer branding is not without its challenges. One of the biggest challenges is ensuring that the promises made through employer branding match the reality experienced by employees. The gap between the promoted image and the real experience of employees can damage the company's reputation and disrupt employee retention rates. Therefore, companies need to conduct regular internal audits to ensure that the value propositions they promote are consistent with what employees experience in the workplace. This is important so that employer branding is not only an external marketing tool, but also creates an adequate and appropriate work experience for employees.

Overall, employer branding is a very important strategy in the modern business world. In an increasingly competitive labor market, companies need to ensure that they have a strong and attractive image for quality talent. Effective employer branding not only helps attract quality employees, but also retains them in the long term, increases employee engagement, and builds a positive and productive work culture. However, to achieve these results, companies must be consistent in implementing employer branding values and aligning them with real work experiences within the company.

III. Internal Communication

3.1. The Important of Internal Communication for Employer Branding

Internal communication plays a pivotal role in the success of employer branding, as it directly influences employees' perceptions of the company and their overall experience. While external communication focuses on attracting potential candidates, internal communication ensures that the employees' day-to-day experience aligns with the values and promises made by the employer brand. As noted by Backhaus and Tikoo (2004), employer branding is a dual process that requires both external and internal efforts. The internal aspect is crucial because it shapes how employees perceive the company and influences their engagement, loyalty, and productivity.

One of the most significant functions of internal communication in employer branding is fostering employee engagement. Employees who feel connected to their organization's goals, values, and vision are more likely to be motivated and committed to their work. According to Welch and Jackson (2007), internal communication is essential for creating an engaged workforce, as it provides the information employees need to understand how their roles contribute to the broader mission of the company. When internal communication effectively reflects the company's employer brand, it helps build a sense of belonging and purpose among employees, increasing their overall satisfaction and reducing turnover rates.

Internal communication also reinforces the company's Employee Value Proposition (EVP), which outlines the unique benefits and opportunities available to employees. EVP is not only a tool for attracting new talent but also serves to retain and engage current employees. Mosley (2015) emphasizes that internal communication should consistently highlight the EVP through various channels such as newsletters, town hall meetings, and employee portals. By ensuring that employees are continuously reminded of the company's commitment to their development, work-life balance, and well-being, internal communication strengthens the employer brand from within. This alignment between the EVP and employees' daily experiences helps reduce any potential disconnection between the company's promises and the reality of working there.

Additionally, internal communication is essential for promoting transparency and trust within the organization. Transparent internal communication builds trust between employees and management, which is a critical element in maintaining a strong employer brand. Trust is fostered when employees feel informed about key decisions, understand the company's direction, and are kept in the loop about changes that may impact their roles. Clear and open communication from leadership helps create a culture of openness and accountability, further enhancing the company's reputation as an employer of choice.

Another key benefit of strong internal communication is its ability to empower employees as brand ambassadors. When employees are well-informed and aligned with the company's values and goals, they are more likely to speak positively about their employer both within and outside the workplace. According to King and Grace (2008), employees play a significant role in shaping the employer brand through their interactions with customers, colleagues, and potential job candidates. By providing employees with consistent and clear internal communication, companies can turn their workforce into advocates who reinforce the employer brand through positive word-of-mouth and social sharing.

However, companies must be cautious in ensuring that internal communication aligns with the actual work environment. As Mosley (2015) warns, there can be a risk of over-promising or miscommunicating aspects of the employer brand if internal communication does not reflect the true experiences of employees. This mismatch can lead to disengagement, dissatisfaction, and ultimately higher turnover rates. Therefore, it is essential that internal communication is authentic, reflects the true values of the organization, and supports a positive and realistic employee experience.

In conclusion, internal communication is a vital component of successful employer branding. It not only helps in engaging and retaining employees but also ensures that the company's internal culture is aligned with the brand image it seeks to project externally. By fostering engagement, promoting transparency, reinforcing the EVP, and empowering employees as brand ambassadors, strong internal communication helps create a cohesive and powerful employer brand that resonates both within and outside the company.

3.2. Literature Review

a. Strategic Internal Communication for Effective Internal Employer Branding (2022)

Vokic and Coric (2022) focuses on the importance of strategic internal communication in building effective internal employer branding. Conducted by a team from the University of Zagreb, Croatia, the study involved a large sample of 3,457 employees. The main objective was to explore the relationship between employee satisfaction with internal communication and their perception of the company's attractiveness as an employer.

The methodology employed included two key measurement tools: the Internal Communication Satisfaction Questionnaire (ICSQ) and the Employer Attractiveness (EmpAt) Scale, used to assess internal communication satisfaction and employer attractiveness, respectively. The findings revealed a significant positive relationship between employees' satisfaction with internal communication and their perception of the company as an attractive employer. Specifically, satisfaction with feedback and communication climate were identified as the most relevant dimensions in enhancing employer attractiveness.

The research also offers several managerial implications. Organizations are advised to conduct ongoing surveys on internal communication satisfaction to better understand and manage the most impactful dimensions of internal communication. Furthermore, close collaboration between human resources and internal communication functions is recommended to ensure effective and aligned internal branding strategies.

However, the study acknowledges some limitations, including its cross-sectional design and the use of a single data source to measure both constructs, which may affect the generalizability of the results beyond the Croatian context. Despite these limitations, the research provides valuable insights into the role of internal communication in building a strong employer brand that is perceived positively by employees.

b. Recommendations for Internal Communication to Strengthen the Employer Brand: A Systematic Literature Review (2023)

Santos, S et al (2023) made a very interesting study. They discuss Recommendations for Internal Communication to Strengthen the Employer Brand. In their research, they defined employer branding as an organization's strategy to create an attractive image for current and potential employees. In an increasingly competitive work environment, companies must attract top talent while ensuring the engagement and loyalty of existing employees. This research conducts a systematic review of literature from 2013 to 2023, aiming to provide practical guidelines for companies to strengthen their image through internal communication strategies.

One of the main findings of this study is the importance of effective internal communication in fostering a positive relationship between the company and its employees. Clear, consistent, and responsive communication boosts employee's trust and engagement. Employees who feel well-informed and have access to open communication channels are more motivated and appreciated, contributing to the positive image of the company as an ideal workplace.

The research provides several strategic recommendations for improving employer branding through internal communication. One of the primary recommendations is the importance of transparency in communication. Employees who feel heard and have the opportunity to provide feedback tend to be more satisfied and engaged. Additionally, using the right communication channels is crucial. Companies are encouraged to leverage digital media, such as email and collaborative applications, to ensure smooth and accessible communication for all employees.

The study also highlights the vital role of informal communication in the workplace. Informal interactions between employees and management can create a more inclusive and transparent work culture, positively affecting employee trust and loyalty. Moreover, the importance of social media in strengthening the employer brand was emphasized. Companies can use social platforms to showcase their values to the public, ultimately enhancing their attractiveness to potential employees.

Impact on Employee Engagement. The research underscores that a strong employer brand not only impacts recruitment but also enhances employee engagement and retention. Effective internal communication builds loyalty, strengthens commitment, and reduces turnover. Employees who feel supported by open and transparent communication are more likely to have a long-term relationship with the company, which, in turn, boosts productivity and fosters a positive work environment.

Need for Further Research. While internal communication is highly influential in building employer branding, the study also highlights the need for more research to understand how this strategy can be applied across different sectors. Each sector has unique challenges and dynamics in terms of internal communication and branding, meaning strategies that work in one sector may need to be adapted in another.

Overall, the study emphasizes that effective internal communication is not just about disseminating information but about creating an environment where employees feel engaged, heard, and valued. By implementing the right communication strategies, companies can strengthen their image as attractive workplaces for both current and prospective employees.

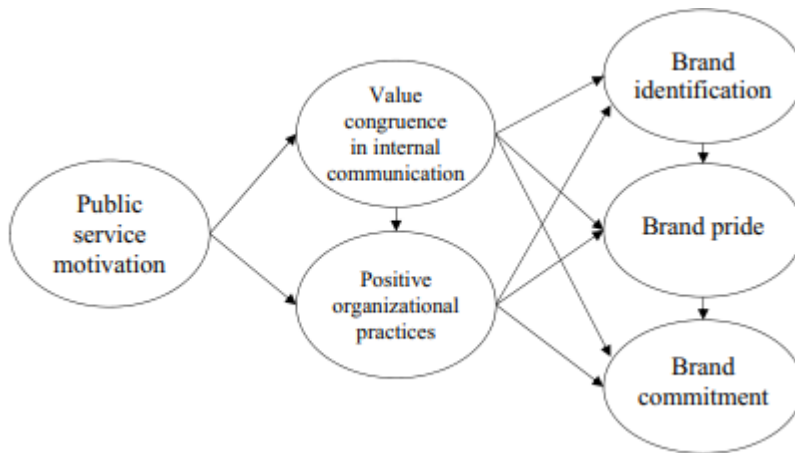
c. Internal brand management in the public sector: the effects of internal communication, organizational practices, and PSM on employees' brand perceptions (2022)

Leijerholt et al (2022) discusses internal brand management in the public sector and its impact on employees' perceptions of their organization's brand. It highlights the importance of internal communication that aligns with employees' personal values and positive organizational practices in enhancing brand identification, brand pride, and brand commitment. The study shows that when internal communication is consistent with employees' values, it fosters stronger emotional connections with the organization's brand, leading to greater commitment and pride.

Positive organizational practices also play a significant role in strengthening the relationship between employees and the brand. Supportive workplace environments and positive behaviors increase employees' identification with the brand and their sense of pride. However, the direct impact of these practices on brand commitment is less significant compared to their indirect effects through identification and pride.

The study also emphasizes the role of public service motivation (PSM), which significantly influences how employees perceive internal communication and organizational practices. PSM motivates employees to work for the greater good, aligning their personal values with the organization's mission. This alignment fosters stronger emotional attachments to the brand.

In conclusion, the success of internal brand management in the public sector largely depends on the alignment of communicated values with employees' personal values and the presence of positive organizational practices. PSM plays a critical role in shaping employees' emotional and behavioral responses to the brand.



The diagram from this paper outlines the relationship between several key factors involved in internal brand management within the public sector, particularly how they affect employees' brand perceptions. Here's a breakdown of the relationships and processes depicted in the model:

1. **Public Service Motivation (PSM):** This represents the intrinsic motivation of employees in public sectors, driven by the desire to serve the public good. The paper discusses how PSM influences other factors within the organization.
2. **Value Congruence in Internal Communication:** This factor is about how well the values communicated within the organization align with the personal values of its employees. The model suggests that PSM positively impacts this value congruence, indicating that when employees' motivations to serve are aligned with organizational communication, the internal brand messaging becomes more effective.
3. **Positive Organizational Practices:** These are practices within the organization that promote a positive work environment and support the values communicated. The model shows that PSM also positively affects these practices, suggesting that a strong public service motivation encourages the adoption and effectiveness of positive organizational behaviors.
4. **Brand Identification:** This is the extent to which employees identify with the organizational brand. The model illustrates that both value congruence in internal communication and positive organizational practices contribute to stronger brand identification among employees.
5. **Brand Pride:** Following brand identification, the model shows that employees' pride in their brand is influenced directly by brand identification. Additionally, both value congruence and positive organizational practices indirectly affect brand pride through their impact on brand identification.
6. **Brand Commitment:** The ultimate outcome in the model is brand commitment, which is the loyalty and dedication employees feel towards the organization. Brand commitment is directly influenced by brand pride and indirectly by the other factors through the cascading effects of identification and pride.

This model encapsulates a flow of influence starting from the foundational public service motivation, through communicative and practical applications within the organization, leading to psychological and emotional

outcomes related to the brand. This holistic approach highlights the interconnectivity of motivational, communicational, and operational factors in shaping employees' brand perceptions in the public sector.

3.3. Statistics Indonesia Study Case

BPS has around 514 district/city BPS offices, 34 provincial BPS offices, and one central BPS office in Jakarta. The number of BPS employees is around 16,000 employees. It is a challenge to be able to reach all employees in communicating employer branding. There are various things that BPS routinely does in communicating employer branding, including:

1. Online Training

BPS holds various online training in communicating employer branding. Online training is an effective choice in reaching BPS employees from all over Indonesia. The ease of using online meeting applications and the relatively low cost make online training the right choice in communicating employer branding in the internal scope. Because of the large number of BPS employees, online training is usually divided into several parts so that active communication from participants can occur properly.

2. Email Blast

As with most NSOs, BPS has its own email domain where each employee gets an email account to communicate with other BPS employees and to communicate with parties outside BPS. BPS has an 'email blast' system where information can be delivered to all employees at the same time. This method is very effective in reaching all employees at the same time.

3. Change Champion (CC) dan Change Agent Network (CAN)

Each provincial BPS as well as bureaus and directorates in the central BPS have a CC who oversees several CANs. Each work unit has one person who serves as CAN. The task of the CC is to coordinate the CAN. Meanwhile, the task of the CAN is to inform the values of the organization to be applied in the work unit to all employees in the work unit. This system is quite effective in communicating employer branding because employer branding will be more easily conveyed through communication between employees. The CC also ensures that each employee is actively involved in understanding and applying BPS employer branding in their daily work.

picture 1. Change Agent Network was sharing knowledge about BPS values



IV. External Communication

4.1. The Important of External Communication for Employer Branding

External communication plays a critical role in shaping the perception of a company’s employer brand in the broader labor market. Employer branding refers to how a company positions itself as an employer of choice to both current and prospective employees, and external communication is the vehicle that disseminates this image to the outside world. Backhaus and Tikoo (2004) highlight that employer branding is not solely an internal activity; it requires deliberate, strategic communication aimed at potential job seekers, industry professionals, and other external stakeholders. This external messaging helps establish a clear and appealing identity of the company as a desirable place to work.

One of the key functions of external communication in employer branding is talent attraction. According to Cable and Turban (2001), when companies effectively communicate their brand externally, they become more attractive to potential employees. Job seekers tend to evaluate companies based on the information they receive through various channels, such as social media, job boards, and corporate websites. If a company’s external communication consistently reflects a positive work environment, opportunities for professional growth, and alignment with job seekers’ personal values, it increases the likelihood of attracting top talent.

External communication also plays a crucial role in reinforcing Employee Value Proposition (EVP), which is the set of offerings and benefits that employees receive in exchange for their work. External communication channels provide companies the opportunity to share their EVP with the broader market. This can include messages about the company's culture, benefits, career development opportunities, and work-life balance initiatives. Clear and consistent communication of these values through external channels such as company blogs, social media, and professional networks like LinkedIn can help distinguish a company from its competitors. A well-communicated

EVP can resonate with individuals seeking employers that match their career aspirations and personal values, thereby increasing the company's attractiveness in a crowded job market.

Another significant advantage of external communication in employer branding is the building and maintenance of a strong employer reputation. Edwards (2010) notes that companies with strong external communication strategies tend to enjoy a better reputation not only among job seekers but also among other industry stakeholders such as clients, partners, and investors. A positive reputation, driven by carefully curated external messages, can enhance a company's competitive position in the labor market. Candidates are more likely to apply to companies they perceive as having a strong brand reputation, which is often shaped by external communications that portray a thriving and inclusive workplace.

In today's digital age, external communication has expanded significantly through the use of digital and social media platforms. Sivertzen, Nilsen, and Olafsen (2013) emphasize the growing role of social media in external employer branding efforts. These platforms allow companies to directly engage with potential candidates, providing real-time updates about job openings, company achievements, employee testimonials, and even behind-the-scenes looks at company culture. Engaging external audiences through platforms such as LinkedIn, Twitter, and Instagram helps humanize the brand, offering potential employees a glimpse into daily life at the company. This level of transparency can be a significant factor in a candidate's decision-making process.

However, it is crucial for companies to ensure that the image they portray externally aligns with the actual internal work environment. Inconsistent or misleading external communication can lead to a disconnect between the employer brand and employees' real experiences, resulting in disengagement and high turnover rates. Companies must carefully manage their external communications to avoid overpromising and underdelivering on aspects of the employee experience. Authenticity in external employer branding is key to maintaining credibility and ensuring long-term retention of talent.

In conclusion, external communication is essential to the success of employer branding. It is the means through which a company presents itself to the outside world and attracts potential talent. By communicating a consistent and compelling employer brand, companies can enhance their attractiveness, promote their EVP, and build a strong reputation in the labor market. With the rise of digital communication platforms, the opportunities for effective external employer branding have expanded, making it a critical area of focus for companies seeking to stay competitive in today's job market.

4.2. Literature Review

There are several scientific articles that discuss external communication of employer branding, especially in utilizing social media.

1. Exploring the Role of Influencers in Shaping Employer Brands: A Comparative Study of Corporate and Third-Party Influencers

Janssen and Rudeloff (2024) made a very interesting study, they discuss the importance of employer branding and how influencers play a crucial role in shaping this image, particularly through social media. The study compares the impact of corporate influencers (employees) versus third-party influencers on employer reputation, employer image, and the intention of job applicants to apply.

In this study, corporate influencers refer to company employees who act as representatives or ambassadors of the company in communicating with the public through social media. They are considered individuals who have a direct connection with the company and actively share content and interact with followers on social platforms.

These corporate influencers convey the company's values, culture, and principles to prospective employees and other stakeholders, aiming to build the company's reputation and positive image as an employer.

The key findings of the study indicate that **corporate influencers**, who are employees of the company, have a more positive impact on employer brand dimensions compared to third-party influencers. This is because corporate influencers have a deeper connection with the company, which generates stronger trust and authenticity in the eyes of the audience. The use of corporate influencers was shown to enhance the company's reputation and increase the likelihood of applicants considering applying for a job at the company.

The study also found that **the perceived fit between the influencer and the company** plays a vital role in strengthening the company's reputation and its image as an employer. The better the perceived fit between the influencer and the company, the more positive the audience's perception of the company. This holds true for both corporate and third-party influencers.

Additionally, the factor of **parasocial interaction (PSI)**, which refers to the one-sided connection followers feel towards influencers, was shown to have a positive impact on company reputation and job application intentions. When individuals feel a strong connection with an influencer, their perception of the company endorsed by that influencer improves, and they are more likely to apply for a job there.

The research utilized an online experiment involving 214 participants from Generation Z. They were shown fictional Instagram stories from both corporate and third-party influencers promoting a company and were asked to evaluate various employer brand dimensions. This study contributes to the influencer communication literature by providing deeper insights into how influencers can be used to strengthen employer branding.

In its theoretical and practical implications, the study highlights that companies should prioritize using **corporate influencers** in their employer branding strategies, as they have a more positive influence compared to third-party influencers. Corporate influencers, with their closer connection to the company, can enhance trust and reputation, and increase job application intentions.

In conclusion, the study demonstrates that **corporate influencers are more effective** than third-party influencers in shaping employer brands, making them a strategic asset for companies in the competitive "war for talent."

2. Communication as a Key Performance Indicator in Employer Branding in the Context of the Social Economy—A Quantitative Study

Heide et al (2024) explores the role of communication in shaping employer branding within social economy organizations (SEOs). The study emphasizes the use of signaling theory to measure how communication impacts the perception of employer branding, focusing on employee satisfaction and organizational culture in Germany.

This study is compelling as it utilizes signaling theory as its theoretical foundation to understand the dynamics of communication and its impact on employee perceptions. By adopting a quantitative approach through employee surveys, the study successfully identifies significant relationships between effective communication practices and enhancements in employer image and employee satisfaction.

Methodologically, the choice to focus on a single organization offers the advantage of a deep understanding of specific contexts and internal dynamics that may be obscured in broader studies. However, this also limits the research as the findings may not be generalizable to other organizations or different social economy contexts. This suggests the importance of further research involving various types of organizations across different geographical contexts to strengthen the external validity of the findings.

Furthermore, the study reveals that communication serves more than just an informational transmission tool; it is also a vital mechanism in the formation and maintenance of an organization’s image as a desirable workplace. This is crucial, considering that social economy organizations (SEOs) often face challenges in attracting and retaining talent due to less attractive job perceptions compared to other sectors.

The research also implicitly suggests that investments in employee training and development are effective strategies for enhancing employee engagement and loyalty, while also strengthening a positive employer image. The relationships between communication, training, and employer image uncovered in this study offer practical insights for organizational leaders to design more effective communication strategies.

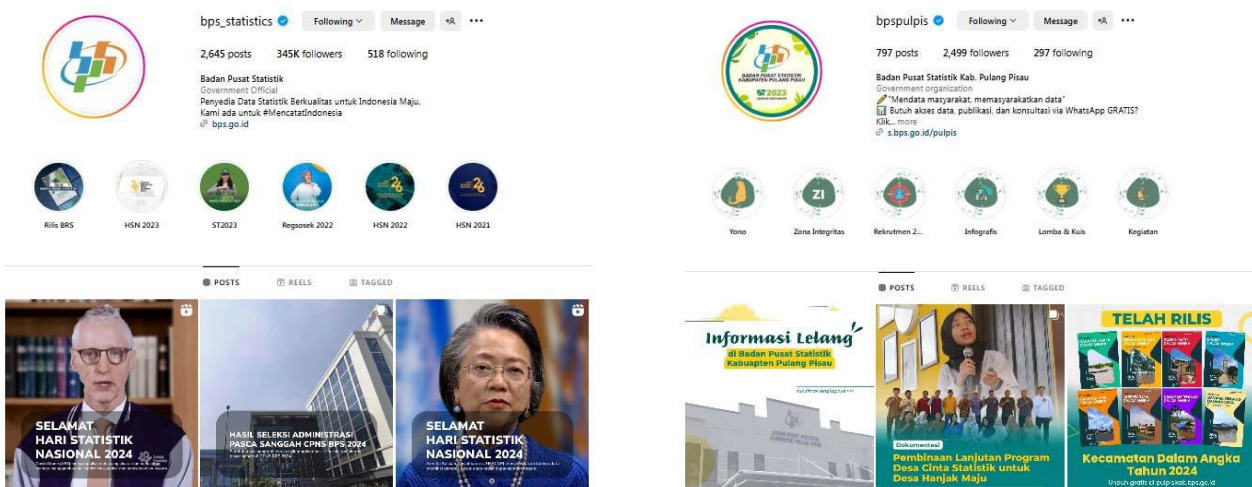
Although the research provides evidence of the importance of communication in employer branding, there is still room for further exploration on how factors such as digital technology and social media can be leveraged to enhance communication strategies. In today’s digital era, understanding how digital platforms can influence and facilitate both internal and external communication is crucial.

In conclusion, the paper successfully underscores the importance of communication as a key component in building and maintaining a positive image of employers in the social economy sector. These findings are highly relevant for HR practitioners and organizational leaders striving to improve attractiveness and retention through effective and innovative employer branding strategies.

4.3. Statistics Indonesia Study Case

BPS Indonesia has various social media channels used in external communication. There is a special team responsible for each social media platform. Indonesia has one BPS head office in Jakarta, 34 provincial offices, and more than 500 district statistics offices. Each statistics office is encouraged to have its own social media account to make it easier for local people to interact with the local statistics office that is relevant to where they live. Although there are many statistics social media accounts according to their respective regions, usually the central statistics office shares content to be reposted on the social media accounts of each BPS region. So even though the content of local BPS social media is different, it still gets a supply of content from the central BPS for statistical activities or information in general. This makes it easier for people from these regions to get information from the local BPS according to the relevance of their respective regions.

picture 2. screenshot of the Instagram of the central BPS and one of the district BPS, namely BPS Pulau Pisang



BPS has several employees who have social media accounts with a large number of followers, even more than some local BPS social media accounts. Usually, BPS uses this to promote various statistical activities. However, until now there has been no regulation or written system that serves as a guideline for utilizing these BPS social media influencers.

V. Conclusion

Based on the various studies we discussed earlier, there are various things that we can apply to NSO. According to Vokic and Coric's (2022) research, we understand the importance of using the Internal Communication Satisfaction Questionnaire (ICSQ) and the Employer Attractiveness (EmpAt) Scale, used to assess internal communication satisfaction and employer attractiveness, respectively. From Santos et al (2023) we know that effective internal communication is not just about disseminating information but about creating an environment where employees feel engaged, heard, and valued. From Leijerhort et al (2022) we learn that PSM plays a critical role in shaping employees' emotional and behavioral responses to the brand. All the paper said how important internal communication of employer branding is.

We also know about how important external communication for employer branding is. From Janssen and Rudeloff (2024) we understand that corporate influencers are more effective than third-party influencers in shaping employer brands, making them a strategic asset for companies in the competitive "war for talent." From Heide et al (2024) we know how important communication is as a key component in building and maintaining a positive image of employers in the social economy sector. external communication bridges NSO to potential talents to become future employees.

Communication is an important key in conveying NSO employer branding to both employees and the wider community. Good communication makes all information delivered right on target. Differentiating internal and external communication strategies will make employer branding communication more targeted. Employees will use employer branding information to consider continuing to work at NSO and reduce the number of resignations. The general public will use employer branding information as a consideration to make BPS a good choice of place to work. That way, BPS will continue to get various expert human resources as a foundation in producing quality data.

VI. Discussion

Communication is a bridge of information to connect to employees and the wider community. Communication needs to be done continuously and consistently in order to always stay strongly connected to employees and the community. Of course there will be some obstacles that may occur in communication, one of which is misunderstanding. Communicating so much information that can be digested and remembered is not easy. There needs to be a strategy with simple and easy-to-understand delivery. This needs to be done continuously and consistently.

Communication to external parties may be a challenge in itself. Communication to internal employees tends to be easier because employees tend to be familiar with the conditions and terms at BPS. While the wider community has different backgrounds which may make them have different interpretations of BPS employer branding. External communication strategies will be more complex by dividing the target recipients of information into different levels such as based on age, education, or culture. Bad news or bad framing from foreign media is also a challenge in itself to maintain the good impression that NSO has. Sometimes NSO data becomes an object that is often used for certain political interests that are often busy on social media.

Although good communication will be a bridge in reaching employees and the community, it all depends on how good NSO is in building its employer branding. What offers can NSO provide to support the welfare of its employees. Of course this will be very limited by the budget owned by NSO. But of course as previously written, employer branding is not limited to financial well-being alone. Good work environment facilities, opportunities to develop a career, flexibility in working, and many more employer branding strategies are able to attract people's interest in working at NSO or to prevent NSO employees from moving jobs elsewhere.

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