


VALUE-BASED EMPLOYER BRANDING TO ATTRACT AND RETAIN MILLENNIAL DOCTORS AT HOSPITALS IN INDONESIA

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 17 October 2023</p> <p>Accepted 16 January 2024</p>	<p>Purpose: In the face of competition, hospitals must attract and retain the best talent, such as millennial doctors. This study seeks to assess the dimensions of employer branding that influence recruiting and retaining millennial doctors.</p>
<p>Keywords:</p> <p>Employer Branding; Doctor; Millennial; Hospital; Bandung.</p>	<p>Theoretical Framework: This study is grounded in the theoretical concepts of employer branding and generational work values. It specifically examines the influence of employer branding on job choice and retention among millennials, integrating theories from marketing, human resource management, and generational studies.</p>
	<p>Design/Methodology/Approach: The research adopts a quantitative methodology, surveying 265 millennial-generation doctors across several hospitals in Bandung, Indonesia. Data were collected through structured questionnaires focusing on various dimensions of value-based employer branding. Statistical analysis was used to evaluate the data and draw conclusions.</p> <p>Findings: The research found that Indonesian hospitals are generally perceived as having good value-based employer branding. Key dimensions that emerged as most critical for attracting and retaining millennial doctors include social, development, and application values. These findings suggest a distinct set of priorities and preferences among millennial medical professionals.</p> <p>Research, Practical & Social Implications: The study's results have implications for hospital management and policymakers. It highlights the importance of aligning employer branding strategies with the values and expectations of millennial doctors. Practically, it guides hospital leadership in policy formulation and establishing work practices that resonate with this demographic, potentially improving recruitment and retention rates.</p> <p>Originality/Value: This research contributes to the existing literature on employer branding and generational work values, specifically within the healthcare sector in Indonesia. Its novel focus on millennial doctors in Bandung hospitals provides fresh insights, enhancing an understanding of how digital media and value-based branding can be leveraged in human resource strategies.</p> <p>Doi: https://doi.org/10.26668/businessreview/2024.v9i1.4235</p>

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MARCA DO EMPREGADOR BASEADA EM VALOR PARA ATRAIR E RETER MÉDICOS DA GERAÇÃO Y EM HOSPITAIS NA INDONÉSIA

RESUMO

Objetivo: Diante da concorrência, os hospitais devem atrair e reter os melhores talentos, como os médicos millennials. Este estudo procura avaliar as dimensões da marca empregadora que influenciam o recrutamento e a retenção de médicos millennials.

Referencial Teórico: Este estudo está fundamentado nos conceitos teóricos de Employer Branding e valores geracionais de trabalho. Examina especificamente a influência da marca do empregador na escolha e retenção de emprego entre os millennials, integrando teorias de marketing, gestão de recursos humanos e estudos geracionais.

Desenho/Metodologia/Abordagem: A pesquisa adota uma metodologia quantitativa, entrevistando 265 médicos da geração millennial em vários hospitais em Bandung, na Indonésia. Os dados foram coletados por meio de questionários estruturados com foco em diversas dimensões da marca do empregador baseada em valor. A análise estatística foi utilizada para avaliar os dados e tirar conclusões.

Resultados: A pesquisa descobriu que os hospitais indonésios são geralmente percebidos como tendo uma boa marca de empregador baseada em valor. As principais dimensões que surgiram como mais críticas para atrair e reter médicos millennials incluem valores sociais, de desenvolvimento e de aplicação. Estas descobertas sugerem um conjunto distinto de prioridades e preferências entre os profissionais médicos da geração Y.

Implicações de Pesquisa, Práticas e Sociais: Os resultados do estudo têm implicações para a gestão hospitalar e para os formuladores de políticas. Destaca a importância de alinhar as estratégias de Employer Branding com os valores e expectativas dos médicos millennials. Na prática, orienta a liderança hospitalar na formulação de políticas e no estabelecimento de práticas de trabalho que ressoem com este grupo demográfico, melhorando potencialmente as taxas de recrutamento e retenção.

Originalidade/Valor: Esta investigação contribui para a literatura existente sobre a marca do empregador e os valores do trabalho geracional, especificamente no setor da saúde na Indonésia. Seu novo foco nos médicos millennials nos hospitais de Bandung fornece novos insights, melhorando a compreensão de como a mídia digital e a marca baseada em valor podem ser aproveitadas nas estratégias de recursos humanos.

Palavras-chave: Employer Branding, Médico, Millennial, Hospital, Bandung.

MARCA DE EMPLEADOR BASADA EN VALORES PARA ATRAER Y RETENER A MEDICOS MILLENNIALS EN HOSPITALES DE INDONESIA

RESUMEN

Propósito: Ante la competencia, los hospitales deben atraer y retener al mejor talento, como los médicos millennials. Este estudio busca evaluar las dimensiones de la marca empleadora que influyen en el reclutamiento y la retención de médicos millennials.

Marco Teórico: Este estudio se fundamenta en los conceptos teóricos de marca empleadora y valores laborales generacionales. Examina específicamente la influencia de la marca del empleador en la elección y retención de empleo entre los millennials, integrando teorías del marketing, la gestión de recursos humanos y los estudios generacionales.

Diseño/Metodología/Enfoque: La investigación adopta una metodología cuantitativa y encuestó a 265 médicos de la generación millennial en varios hospitales de Bandung, Indonesia. Los datos se recopilaron a través de cuestionarios estructurados que se centraron en diversas dimensiones de la marca del empleador basada en valores. Se utilizó el análisis estadístico para evaluar los datos y sacar conclusiones.

Hallazgos: La investigación encontró que, en general, se percibe que los hospitales de Indonesia tienen una buena marca de empleador basada en el valor. Las dimensiones clave que surgieron como las más críticas para atraer y retener a los médicos millennials incluyen valores sociales, de desarrollo y de aplicación. Estos hallazgos sugieren un conjunto distinto de prioridades y preferencias entre los profesionales médicos millennials.

Implicaciones de Investigación, Prácticas y Sociales: los resultados del estudio tienen implicaciones para la gestión hospitalaria y los responsables políticos. Destaca la importancia de alinear las estrategias de marca empleadora con los valores y expectativas de los médicos millennials. En la práctica, guía al liderazgo hospitalario en la formulación de políticas y el establecimiento de prácticas laborales que resuenan con este grupo demográfico, mejorando potencialmente las tasas de reclutamiento y retención.

Originalidad/Valor: esta investigación contribuye a la literatura existente sobre la marca del empleador y los valores laborales generacionales, específicamente dentro del sector de la salud en Indonesia. Su novedoso enfoque en los médicos millennials en los hospitales de Bandung proporciona nuevos conocimientos y mejora la comprensión de cómo los medios digitales y la marca basada en valores pueden aprovecharse en las estrategias de recursos humanos.

Palabras clave: Employer Branding, Médico, Millennial, Hospital, Bandung.

INTRODUCTION

Nowadays, any organization operating in a competitive market must be prepared to face talent competition. Through enhanced corporate brand development, utilizing employer branding is a feature of responsible business and retaining the best employees (Samoliuk et al., 2022). Initially, to develop the competitive power of intellectual resources, the company seeks to attract potential employees who fit the conditions of the organization (Kalyankar et al., 2014).

Employer branding is something that organizations offer to their employees that aims to maintain employee loyalty by communicating and promoting their positive aspects both inside and outside the company (Ahmad et al., 2020). Employer branding explores attractiveness and talent, a concept companies explore to recruit a qualified workforce (Reis et al., 2021). An understanding of employer branding is appropriate to apply to any field or industry (Ekhsan & Fitri, 2021).

Research states that the importance of employer branding in Gen Z employees is more felt by ecologically oriented female employees, who are more likely to follow sustainable development strategies (Rzemieniak & Wawer, 2021). In another survey conducted on more than 16,000 millennials aged 18 to 30 in 43 countries, millennials want to be managers, have a work-life balance, want managers who empower their employees, and fear a lack of development opportunities, the inability to realize career goals, and work that does not fit their personality (Edwards, 2009).

Initially, the main goal that branding seeks to achieve is to distinguish ownership, or in other words, to differentiate (Tkalac Verčič, 2021a). If we look further, employer branding becomes building a unique corporate identity and values that distinguish the company from its competitors (Ferizal, 2016). Research results show that employer branding is useful in building a company's reputation (Ekhsan & Fitri, 2021). In addition, other studies also show that employer branding succeeds in forming a good image in the eyes of the community while increasing employee loyalty (Yunita et al., 2022).

There are five dimensions of measuring employer branding on employees (Berthon et al., 2005), namely: Attraction Value, which is the value that alludes to the perception of individual interest in the job. Social Value, which alludes to how a company offers aspects of the social environment to its employees. Economic Value is the extent to which the company provides attractive compensation packages, job security, and career prospects to its employees. Development Value, which means the extent to which a company recognizes the achievements of its employees and provides career experiences that can improve the ability to act at work.

Application Value means the company offers employees the chance to apply their knowledge and skills in the workplace and provides teaching through training and mentoring (Jhantasana, 2023).

There has not been much research on employer branding, especially in the health or healthcare industry. Employer branding is one way to attract talented people who fit the brand and vision of the organization (Almaçık & Almaçık, 2012). The main objective of employer branding is employee development, manifested in the form of training to build an image of an organization that cares about the interests and needs of employees, as well as observing and responding to labour market trends (Matuska, 2013).

This research tries to answer the identification of problems, namely: (i) the value of employer branding in hospitals that are considered most important to attract and retain millennial generation doctors; (ii) how value-based employer branding is offered by hospitals in Indonesia based on the perceptions of millennial doctors. Based on the identification of these problems, this research is important to (i) understand the value of employer branding in hospitals that are considered important to attract and retain millennial generation doctors and (ii) provide recommendations and strategies on employer branding to hospitals in Indonesia based on the perceptions of millennial generation doctors.

Employer Branding

The topic of branding has been extensively studied and analysed in the field of marketing literature (Tkalac Verčič, 2021). Initially, the primary objective of branding cattle was to establish ownership or, more precisely, to distinguish one owner's livestock from another's. Differentiation in marketing is widely acknowledged to possess distinct advantages and is regarded as a strategic asset that enhances competitiveness (Tkalac Verčič, 2021). However, the current study is also becoming increasingly significant in fostering relationships with employees who seek affiliation with unique organizations (Davies, 2008).

The approach of employer branding is widely employed in management to establish and convey a positive employer brand in order to recruit highly skilled candidates and retain valued personnel (Theurer et al., 2018). This essay centers its attention on the early stages of recruitment procedures, specifically examining them from the standpoint of prospective employees. Employers utilize various methods, such as walk-ins, recruiting fairs, and career forums, as well as materials like career websites, printed information, recruitment advertisements, and promotional gifts, to effectively convey a favorable employer image to individuals seeking employment opportunities (Rotchanakitumnuai & Speece, 2023). Confetto

et al. (2023) employer brand activities and materials serve as a means through which job seekers develop a perception of the employing firm.

In contrast, the discipline of marketing has thoroughly examined the phenomenon of branding, and the application of branding principles inside internal communication remains an area currently undergoing development (Backhaus & Tikoo, 2004). Developing a robust brand relies on a company's adept handling of its external and internal communication strategies (Ruchika & Prasad, 2019). Therefore, employer branding is widely recognized as the combined efforts of an organization to communicate its attractiveness as an appealing location of employment (Lloyd, 2002; Lovejoy et al., 2012). Consequently, the rationale behind the growing trend of assigning the task of employer branding management to the corporate communications department within organizations becomes evident (Auer et al., 2021). Public relations practitioners are tasked with developing strategic communication plans and disseminating messages that seek to effectively communicate the significance of values and ethics to potential employees. Nanjundeswaraswamy et al. (2022) stated that the significance of these values and ethics as essential components of workplace branding has received extensive acknowledgement.

This section analyses literature on employer branding conducted in different parts of the world to identify the different drivers of employer branding and the scale used by the various researchers. Sharma and Kamalanabhan (2014) adopted dimensions such as benefits, communication standards, corporate visual identity symbols, employee feedback and technological channels to quantify employer branding in Indian IT companies. In contrast, Aldousari et al. (2017) investigated employer branding by analyzing the interrelation between components and results of the branding process. The model of the employer brand has two noteworthy segments: the employer brand (with interrelated inside and outer pictures) and the proficiency results starting from the use of the employer branding process (Kashive et al., 2020). Sightings uncover that associations with a propelled employer branding system have more noteworthy profitability than those with an intermediate strategy (Hofmann, 2021). Nevertheless, the current work is focused on the hospitals in Indonesia that implement employer branding for millennial doctors.

Furthermore, the effect of branding on hiring and attitudes such as job satisfaction and firm commitment. Their employees and recruiters reinforce the message that firms signal to potential recruits; hence, it is important to consider the internal customer first. Considering that the hospital is extremely people-intensive, success is driven by the quantity and quality of

employees (Brouer et al. 2022). It is imperative for employer branding practices to align seamlessly with the strategic objectives of the organization. Paukert et al. (2021) stated that the recruitment is the top priority for many HR practitioners. The utmost focus should be retention as “getting them is tough but keeping them glued is tougher.” Hence, research should be undertaken from the current employees’ perspective. Brouer et al. (2022) mentioned that worker execution is improved due to positive social media, namely attractiveness, identification, and commitment. Hence, focusing on building positive employer branding and loyalty among the existing workforce is relevant.

Maurya et al. (2021) examined the perception of work-life balance and organizational talent management while also considering the mediating function of employer branding. The research findings indicate a notable and favourable association between the attractiveness of employer branding and the perception of organizational talent management. Moreover, employer branding attraction value mediates the connection between work-life balance and organizational talent management. Nevertheless, the examination of the correlation between workplace branding and other dimensions fell outside the purview of this study. This study aims to evaluate the many aspects of employer branding that impact the recruitment and retention of millennial doctors.

Therefore, the current scale encompasses a broader scope by including the significance of career development opportunities and organizational culture in evaluating employee engagement in the hospital sector. The primary objective of this study is to create and establish a comprehensive measurement scale for evaluating the level of ethical behaviour within hospitals. Then, hospitals must attract and retain the best talent, such as millennial doctors. This study seeks to assess the dimensions of employer branding that influence recruiting and retaining millennial doctors.

METHODOLOGY

About 269 millennial doctors were taken as sample. Locus of study is Bandung Province, limited to millennials doctors (born between 1982 – 2000). Questionnaires in the form of closed or open questions, questionnaires with closed questions were made using 5 Likert scales with choices, which (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, and (5) Strongly Agree. In comparison, open questions are in the form of respondents' opinions regarding research variables that are not in the choice of question items.

The survey questionnaire covers five issues representing value-based employer branding on millennial doctors in hospitals, such as: (1) interest value, including hospital reputation, proportional hospital human resources, hospital completeness, facilities, and technology; (2) social value, including work environment, acquaintances in the hospital, supportiveness of coworkers; (3) economic value, including benefits, hospital profitability, financial security, accommodation, pension; (4) development value, including opportunities to attend seminars, work exchange opportunities between hospitals, and (5) benefit value, including strategic hospital location, location close to hometown, and applying knowledge.

Data Analysis

Descriptive analysis used to unravel the nature of doctor's perceptions on hospital employer branding. The class interval for response classification determined as follows:

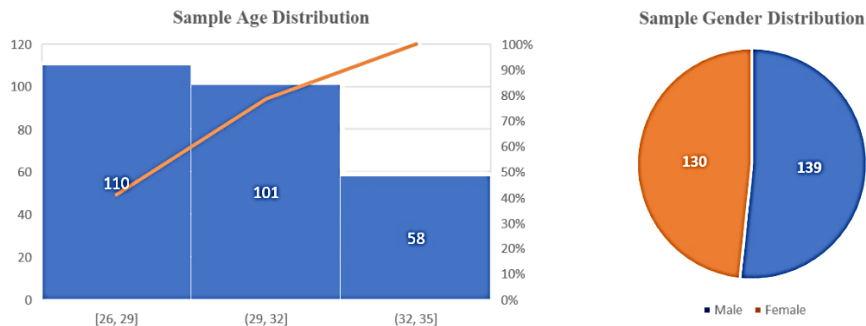
1. Very Low Category: Scored 1 – 2
2. Low Category: Scored 2 – 3
3. High Category: Scored 3 – 4
4. Very High Category: 4 – 5

The data is processed to see which dimension of employer branding is the highest and is a preference for millennial doctors in determining a career if they want to work in a hospital in Bandung. The gathered data holds significant utility for hospitals in the city of Bandung, as it will furnish valuable insights into the indicators essential for recruiting new millennial medical talents.

RESULTS AND DISCUSSION

Overall questionnaire was satisfied with 100 percent of rate of return. All questions were answered with little evidence of *'flash fill'* as we measured the time took from respondent first response to the questionnaire return were all more than 7 minutes. Sample distribution shows that most of the millennial generation doctors who were respondents in this study were aged 26-29 years old, as many as 108 people (40.2%), 88 people aged 30-34 years (30.4) and 79 people aged between 22-25 years (29.4%). Meanwhile, of the 269 respondents, 112 were male (58%), and 157 were female (42%). This shows that the millennial generation of doctors in hospitals in Indonesia are women, although the percentage is not much different between men and women.

Figure 1. Characteristics of research respondents



Source: Data Primary, 2022.

Overall dimensions scored 4 and were categorized as high. Sample response distribution was mostly on the greater value than mean score and were not peakedly distributed or clustered/centered on particular response (negative skewness and kurtosis).

Table 1. Questionnaire result distribution

Dimension	Mean	Skewness	Kurtosis	Category
Interest value	4.48	-0.222	-1.291	Very high
Social value	4.46	-0.356	-0.908	Very high
Economic value	4.46	-0.335	-0.978	Very high
Development value	4.46	-0.335	-0.978	Very high
Application value	4.47	-0.297	-1.068	Very high

Source: Data Primary, 2022.

Data suggests that the hospital value is necessary to attract millennial doctors. Moreover, those data depicts that, (i) the value of a company offering aspects of the social environment to its employees; (ii) the value of a company recognizing the achievements of its employees and providing career experiences that can improve employees' ability to act at work; (iii) materialistic value of the way hospital appreciate the doctor's performance; (iv) the value of a company offering employees to apply their knowledge and skills in the workplace and provide teaching through training and mentoring are the factors considered most important to attract and retain millennial generation doctors; and (v) the value of the overall hospital access to the doctors.

Employer Branding Values at Hospitals in Indonesia that are considered the Most Important to Attract and Retain Millennial Generation Doctors

The average value-based employer branding at hospitals in Indonesia are very high, which means that all values contained in the employer branding dimension used to attract and retain millennial doctors at hospitals in Indonesia are considered important to be used to form a good hospital image in the eyes of millennial doctor applicants and millennial doctors who have worked at the hospital.

Fresh-graduate doctors desire to immediately apply what they have learned during their education. Examples are clinical competence, communication skills, increased confidence, maturity, qualified scientific knowledge, and a strong desire to serve the community immediately. Hospitals in Indonesia should guarantee this to provide clinical opportunities to millennial doctors, not just administrative tasks. This study also proves the importance of knowledge-sharing opportunities among doctors; as it is known, medical education is based on Continuing Medical Education (CME), where doctors are required to always update their knowledge through seminars or with their peer groups (Thorndyke, Gusic & Milner, 2008). Millennial generation doctors are also more interested and accustomed to choosing hospitals that focus on their patients (patient-centered) (Gabutti et al., 2017).

The results of measuring Employee Branding based on the values of millennial doctors in hospitals in Indonesia are rated high. The dimensions of social value, development value, and application value are in a very high category. The average value-based employer branding assessment at hospitals in Indonesia is high or good, meaning that value-based employee branding, on average, attracts and retains millennial generation doctors. The employer branding value in hospitals considered the most important to attract and retain millennial generation doctors is interest value, which covers hospital brand.

CONCLUSION

In the conclusion of this study, it is evident that the overall values important to millennial doctors are exceptionally high. The study highlights a range of values, including interest, social, economic, development, and application, which are crucial in attracting new doctors to hospitals. Among these, the economic and development values seem particularly significant, suggesting that millennial doctors seek financial stability and opportunities for professional growth and skill enhancement.

Furthermore, the high score of the hospital brand in the study indicates that prestige and privilege play a pivotal role in these doctors' decision-making process. This finding suggests that well-regarded hospitals with a strong brand image are more likely to attract millennial doctors. The preference for prestigious institutions may be associated with the aspiration for a more intellectually stimulating work environment and an acknowledgment of the advantages of being employed in a reputable healthcare establishment.

Additionally, the survey demonstrates that millennial doctors highly prioritize social values such as achieving a balance between work and personal life and having a supportive work

atmosphere. This highlights the necessity for hospitals to cultivate a culture that effectively manages the profession's responsibilities while prioritizing individuals' personal well-being.

Consequently, the study indicates that to appeal to millennial physicians; hospitals should provide competitive financial incentives, prospects for career advancement, a robust brand image, and a nurturing work atmosphere. These components collectively form an appealing opportunity for the emerging generation of physicians seeking employment and a gratifying vocation in the healthcare industry.

LIMITATION

The fundamental restriction of the study is the utilization of a survey design that precludes the measurement of influence. Given that both exposure and consequence are evaluated concurrently, it is not easy to establish any conclusive proof of a causal relationship. An important assumption was made regarding the directionality of correlations among the variables under investigation. Hence, it is important to note that the subject is inherently limited in scope and can only be addressed through longitudinal or experimental research methods in subsequent studies. Regarding the entities encompassed in the research, the sampling technique employed was purposive sampling, which aimed to get a sample that accurately reflected the population regarding age, gender, hierarchical positions, and educational background.

Nevertheless, while the data was obtained from a specific set of hospitals, sectors, and company sizes, incorporating a wider range of firms might enhance the generalizability of the results. This study has investigated the correlation between value-based employer branding and its impact on the attraction and retention of millennial doctors in hospitals in Indonesia. The obtained results provide a solid foundation for further investigations in both theoretical and practical domains. Enhancing one's grasp of internal communication necessitates cultivating a more profound comprehension and improved predictive capabilities concerning the interplay of measurable factors. In practical contexts, including supplementary information regarding the development and interconnections of these factors can contribute to effective internal communication management, thus enhancing employee satisfaction.

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