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AN EXPLORATORY STUDY ON THE DIMENSIONS OF EMPLOYER BRANDING IN MOROCCO

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 Abstract—**The shortage of skilled labor and the internal dynamism of businesses, whose needs vary increasingly, emphasize the importance of human resources approach (RH) adapted and scalable. Meanwhile, the arrival of a new generation with new aspirations, changed the perception of job applicants and employees regarding expectations and led to changes in how to manage human resources.**

Referring to the work of Ambler and Barrow, Lievens and Higghouse (2003), Van Hoye and Anseel (2007), the employer brand image aims to generate positive emotions for the organization and consequently, the brand creates meaning for employees, which in turn affects the external employer brand. The aim of our research is to highlight the organizational pull factors that influence the choice and intention of potential employees, we will present the consequences of the employer brand, focusing on human resource management practices that are caused to increase the attractiveness of organizations in Morocco.

Key words–**Employer brand, employee's perception, Attraction, the employer of choice**

I. Introduction

In today's context of scarcity of qualified labor, companies are confronted to a strong competition-virtual war for talents- to attract and retain skilled candidates. Given the high mobility of this workforce in the labor market whose expectations and behaviors have evolved, organizations must now consider employees as internal customers and candidates as external customers. Generally, companies think of competitive compensation as an element of satisfaction. For Lee and Mitchell (1994), there are results other than job satisfaction, allowing companies to differentiate themselves on the job market namely employer brand. It has recently received a lot of attention as a specific form of managing corporate identities by creating, both within and outside the firm, an image of the organization as a distinct and desirable employer (Ambler and Barrow, 1996; Backhaus and Tikoo, 2004; Balmer and Greyser, 2002). Empirical evidence has been found that various early recruitment practices can be used to externally market the brand (Collins and Stevens, 2002) and that employer branding has beneficial effects in terms of increasing applicant quantity and quality (Collins and Han, 2004) and organizational performance (Fulmer, Gerhart and Scott, 2003).

In the Moroccan context, companies have experimented during the last 20 years the implementation of different management practices by choice or by constraint; these practices aiming at the evolution of managerial thinking towards a performance model depending on management techniques brought by the new graduate elite. Valuable lessons have made it possible to understand how the mobilization of HR practices leads to the improvement of the economic and social performance of companies (Louitri, 1998; Chaouki, 2002; Komat 2006).

For Yaou and Peretti (2011), the introduction of best practices in Morocco through young graduates trained abroad is a practice highly coveted by some companies (PercalDéveloppement). According to these two authors, this practice makes it possible to feed the company with new knowledge and strengthen its brand image with its customers and stakeholders. In particular, the talent management process will begin with the creation of a strong employer brand (Mandhanya and Shah, 2010), defined as the efforts made by a company to communicate internally and externally the message that it is an attractive place, distinctive from its competitors and where it is "good" to work (Lioyd, 2002; Berthon, Ewing and Hah, 2005; Lievens, 2007; Roy, 2008; Chhabra and Misha, 2008; Kapoor, 2010).

In Morocco as elsewhere, the issue of the employer brand is felt on a daily basis and takes a central place in the concerns of the Human Resources managers. In this context, 41 companies took part in the "Best Employers in Morocco in 2018" program operating in different sectors: transport, services, industry, BPO, banks, construction, pharmaceuticals, telecom, IT, logistics or even distribution. Among them, 10 have around 200 employees, 22 have nearly 400 and 9 have more than 1,000. In turn, this label rewards companies that distinguish themselves by the degree of commitment of their employees, but also by the implementation of effective leadership, the creation of a culture of performance and the optimization of their employer brand. Noting that preferred employers tend to outperform the global average on collaboration, accountability, supporting new ideas, continuing education and career development.
Our objective in this study is to analyze the factors that influence the intention and choices of job seekers in Morocco.

II.   Research Methodology

We choose a quantitative study via a questionnaire distributed to the job seekers. They are questioned in relation to the companies which thus attract them to the factors which influence their intentions to apply and choose an employer brand. To support the processing of these data, we used three statistical software: SPSS software, R Language (2. 9. 2) and Tanagra (1. 4).
The study was carried out with 605(future laureates from the higher education schools in Morocco, as well as young graduates who have recently entered the labor market.

In light of the profiles of our survey, it is useful to discuss the representativeness of our sample. In fact, our sample has a proportion of women (47.3%) and 52.7% of respondents are men. More than half of respondents are between 23 and 25 years old (50.9%). Further, to ensure the spatial representativeness of our population, data collection concerned 12 regions nationwide.

In relation to our study, it seems appropriate to adopt the measurement scale of Roy (2008) composed of seven dimensions incorporating the five dimensions of Berthon et al. (2005) to which are added an ethical dimension, a psychological dimension.

Table 1
The employer brand measurement scale (Berthon et al., 2005 and

Dimensions of the employer brand	The content of the items
Economical	- Remuneration / promotions - Employment Security
Development	Opportunities for development and evolution
Transmission	- Opportunities to apply what we have learned and pass it on, -Customer and human oriented environment
Attraction	Innovative and stimulating work environment
Social	Friendly and fun working environment
Psychological	-Sense of belonging / System of values -culture of the organization
Ethical	Policies and values

Roy, 2008)

III.   Results and Discussion

When asked about the elements that influence their perception of an Employer brand, executives and graduates from schools and universities ranked a whole range of factors, and prioritize the attributes: Learning new things, Job/position characteristics, Salary increase, Good professional references, Pleasant and pleasant working climate …(Characteristics of the work tasks , Interested in basic salary, Salary increase, Social benefits, Good professional references ...).
Young graduates (68%) and students (60%) agree on the priority of economic value but for the second dimension, young graduates are attracted by the development value while students are for the attractiveness value. As for 69% of the candidates in continuing training are influenced in their choices by the three dimensions V. Economic, V. social, and ethical. However, candidates who have entered the labor market have priority for the economic value followed by the development dimension

Table 2
ANOVA results for the dimensions of the employer brand by gender

	Gender	Average	Significance
Economic	Women	3,951	
	Men	3,7367	0
	Total	3,838	
Development	Women	3,9231	
	Men	3,7868	0,053
	Total	3,8512	
Transmission	Women	4,1678	
	Men	4,0658	0,168
	Total	4,114	
Attractiveness	Women	3,9161	
	Men	3,8307	0,181
	Total	3,8711	
Social	Women	3,9371	
	Men	3,7273	0,003
	Total	3,8264	
Psychological	Women	3,9231	
	Men	3,8025	0,085
	Total	3,8595	
Ethic	Women	3,951	
	Men	3,7367	0,003
	Total	3,838	

We note that for the Gender, the ANOVA test is only significant for the practices: Economic Value; Development value; Social and Ethical Value.

Thus, the results show that the modalities of the gender variable influence the choice of candidates, especially women who are most affected by these variables. On the other hand, the sex of the respondents does not affect the dimensions that relate to the transmission value, the attraction value, and the Psychological value.

It turned out from the table below that the more the respondent's level of study is high, the more he attaches more importance to the Economic Values proposed by the company, development values, values. social and ethical. However, it was found that the level of study of the respondents did not act on the other determinants of HRM such as transmission value, psychological value, andattractiveness.

Table 3

ANOVA results of dimensions of employer brand influenced by Degree level

	Degree Level	Average	Significance
Economic	Associate degree	3,5556	0,080
	Bachelor's degree	3,7955	
	Master's degree	3,8725	
	Doctoral degree	3,8529	
	Total	3,8380	
Development	Associate degree	3,8333	0,013
	Bachelor's degree	3,7955	
	Master's degree	3,942	
	Doctoral degree	3,6618	
	Total	3,8512	
Transmission	Associate degree	4,2222	0,782
	Bachelor's degree	4,0455	
	Master's degree	4,1246	
	Doctoral degree	4,1029	
	Total	4,114	
Attractiveness	Associate degree	3,7778	0,191
	Bachelor's degree	3,7727	
	Master's degree	3,9304	
	Doctoral degree	3,8088	

		Average	Significance
	Total	3,8711	
Social	Associate degree	3,6111	,014
	Bachelor's degree	3,8409	
	Master's degree	3,9101	
	Doctoral degree	3,6618	
	Total	3,8264	
Psychological	Associate degree	3,6667	,388
	Bachelor's degree	3,7955	
	Master's degree	3,8986	
	Doctoral degree	3,8529	
	Total	3,8595	
Ethical	Associate degree	3,5556	0,08
	Bachelor's degree	3,7955	
	Master's degree	3,8725	
	Doctoral degree	3,8529	
	Total	3,838	

Table4

Correspondence between the dimensions of the employer brand and the situation of candidates

Sit\Dim	Ec	Dev.V	TranV	Attr.V	Scial.V	PsV	EthcV
Emplo. worker	67	54,5	42	44,6	42,9	42,9	41,1
Stud	60,6	55	41,3	57,8	47,7	52,3	44
Stud. empl	68,8	50	43,8	37,5	68,8	68,8	62,5
young gradua	67,9	58,8	32,1	51,9	48,9	50,4	42,7

To obtain a deeper insight, this step consists in looking for the meaning of the chosen axes. Examination of these results revealed that in our sample, the former is represented by candidates who are in "Continuing training". Thus the second axis opposes the situation of the candidates who are in post (top) and the situation "the student" to "Young graduate" (bottom).
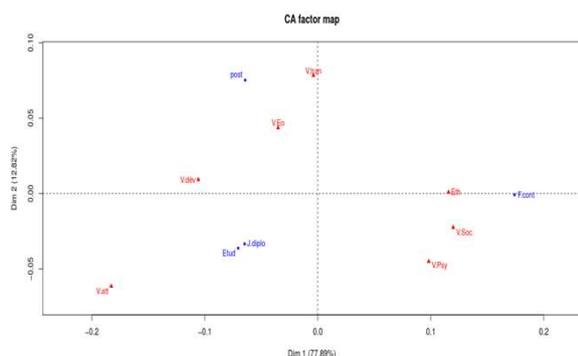
Figure 1: AFC results of the dimensions of the employer brand in relation to the situation of candidates (R software (2.9.2))

The Cos2 line table indicates that the points selected (Employed workers; Student; student prusuing continuing training; young graduate) are generally well represented. Regarding column contributions (), we will retain the dimensions: "Social Value" and "Development Value" for the first axis. As for the second axis, we will retain "Attractive value", "Transmission value" and "Psychological value".

For a more intuitive analysis, we return to the environmental theory of ERHART and ZIEGERT (2005), people, with the known elements of reality comprising certain uncertainties, will develop their own perception of the environment and thus be attracted. Regarding the dimensions of the employer brand, this axis opposes the two dimensions "Social Value" to that of "Ethic".They explain that continuing training candidates are attracted to companies that offer HR practices such as: the competence of company employees; taking into account the well-being of employees; a good geographical location of the company and the work climate. Of course, changing employers is no longer just motivated by material considerations. Thus, when companies increase their requirements in terms of the quality of profiles, increasingly better-trained executives claim ethics and the principle of equity and equality in employment, has become an axis that sets a company apart in the labor market. In addition, social responsibility has become an issue of growing concern, both for the individual and for companies. Indeed, the public is more interested in the role of companies in society, and seek to integrate structures that have high ethical standards and respect for the external environment of the company.

The second axis opposes the situation of the candidates who are in post (above) and the situation of "the student" to the "Young graduates" (below). First of all, the comparison between the Employed workers and "young graduates" or "students", show that the two groups differ substantially.
In our sample, the respondents who already have a post, these are the people who have just entered the labor market, so they have less than three years of

experience, are attracted to organizations that offer HR practices based on two dimensions " V. transmission 'and "V. economic". This implies declining the remuneration policy through several principles: A competitive base salary; Excellent possibilities for salary increases; Long-term job security, possibility of promotions and an attractive package of benefits. Added to this is the pass-on value "Opportunities to apply what you've learned and pass it on", which companies must comply with or lose these candidates.

As for the category of candidates which are located at the bottom of the axis, we see the grouping of the two categories of candidates: "students" and "Young graduates". They are a priori more rewarding to "get a job" in a company which is based in its communication on "the values of attraction", "values of development" and "the psychological values". We rely on the theory of expectations, certain organizational characteristics can be carriers of values (values of attractiveness and psychological value etc.) likely to fulfill the desires of potential candidates. From this perspective, they will be attracted to the work environment that best matches their desires, needs and goals (Ehrhart and Ziegert, 2007). Thus, job seekers would have positive or negative attitudes towards an organization, just as consumers have towards brands (dimension of attractiveness). So it appears important for companies to promote their image, their reputation and their social performance in order to increase the attraction of candidates and gain a competitive advantage.
Ultimately, the "Development value" dimension, young graduates and students generally prefer a company that cares about training them and increasing their skills. In this perspective, companies offering an interesting career path carry desirable characteristics. by applicants and thus enjoy a competitive advantage over attraction.

IV. Conclusion

This paper aims to assess the perception of the Moroccan labor market of these young graduates of higher education, their needs, their expectations, as well as the conditions for their professional integration.
For both employers and employees, reconciling private and professional life is at the top of their aspirations and expectations. Young people favor an environment favorable to their professional development and /or their skills will be recognized.

The quantitative study carried out among candidates has shown that job seekers are influenced by employee opinions much more than by HR communication. It seems essential that companies become aware of this reality in a context where interpersonal exchanges are numerous in order to develop a lasting relationship with candidates since

there is a "contagion" effect from employees on candidates.

This why companies have every interest in communicating on the actions they carry out and on their values (the commitment, the support it brings to cultural and sporting activities, sponsorship, environmental protection and sustainable development, corporate social responsibility ...) and to inform the public about its results and its staff management (working conditions, remuneration, consideration of well-being ...).

This type of communication helps to present an attractive image to potential candidates, and instills a sense of pride in the staff members who work there.

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