

## **Employer Branding for Talent Attraction in the Indonesian Mining Industry**

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### **ABSTRACT**

Many organizations have considered implementing employer branding (EB) to gain major advantage in the war for talent. One of the industries that needs to pay concern on EB is the mining industry in Indonesia, considering its talent scarcity and limited talent pool. There were, however, few empirical studies about it in Indonesia. Thus, this study is aimed to analyze the concept of EB in several mining companies in Indonesia, then comparing it with the potential talents expectation toward the companies. The research method used in this study is content analysis on companies' website and Focus Group Discussion to seven final year students majoring in Mining at ITB. The result shows that some of the potential talents expectations can be found on the website, while some of them are not. This study, therefore, suggests that company should provide clear information about its offers based on the potential talents' expectations in order to attract them.

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## I. INTRODUCTION

As companies realized that human capital is one of the most important keys in achieving a company's goal, there is a competition among them in getting top talents called the *'war for talent'*. This situation exists due to the short availability of skilled talent (Mosley, 2015), and it is worst in some particular fields like science, mathematics, and engineering. One of the industries that faces a skill shortage situation is the mining industry. This industry, where high skill talents are needed, is facing a *Greybeard Phenomenon* – a term for describing the condition of aging professional workforce and gender imbalance that exist in the mining industry (Gibson and Scoble, 2004). This phenomenon, along with the high demand on the mining sector, has created a skill shortage in mining industry (Bloomberg, 2014) and triggered a competition for talent attraction between the firms in the mining industry.

In Indonesia, where 133,000 more engineers are needed every year (Kompas, 2014), the high-skill-shortage in mining industry also existed. It is compounded by the small amount of university in Indonesia that offer mining related programs. From these limited universities, only small number of well-known university are considered as the potential talent pool by the industry. This situation may create a "war for talent" between the firms in mining industry within this limited talent pool. Therefore, in order to win the competition over high-skilled talents, these firms need to develop some strategies.

One of the suitable strategies in the war for talent is employer branding. Increasingly, many organizations are setting their budget and developing a program for this employer branding (Backhaus and Tikoo, 2004; Davies, 2008). Mosley (2015) also states it is the time for employers to strengthen their brand in order to compete effectively in the war for talent. By implementing an effective employer branding strategy, a company can gain more flexible and time effective recruitment, reduce the recruitment cost, and get a better quality of applicants (Heilmann et al., 2013). It also can be a tool of communication for the work environment, so the external people know what it is like to work for an organization (Love and Singh, 2011).

Then what is employer branding? The term employer branding was firstly used by Simon Barrow and Tim Ambler on the Journal of Brand Management in December 1996. They defined it as "the package of functional, economic, and psychological benefits provided by the employment and identified with the employing company" (Heilmann et al., 2013, p.285). It is like the "traditional" recruitment but aimed for a long-term goal. Employer branding cuts across the specialism of traditional human resource, then becomes an umbrella program for them (Edwards, 2010). The main objectives of employer branding are talent attraction and employee retention. Thus it is highlighting the offering that companies propose in order to attract the potential talents, called as the dimensionality of employer branding.

On the first study of employer branding, Ambler and Barrow (1996) have constructed three dimensions of employer branding: (1) the functional dimension, (2) the economic dimension, and (3) psychological dimension. Then, Berthon et al. (2005) developed a scale based on Ambler and Barrow's (1996) and proposed five

dimensions of employer branding that include interest value, social value, economic value, development value, and application value. These five dimensions have since been used as the base of several studies in employer branding (Alniacik et al., 2014; Zhu et al., 2014), which then propose the dimensions on various contexts. However, a specific study in mining industry has not existed in the context of Indonesia. Thus, this paper is aimed to analyze the employer branding concept in the mining industry in Indonesia.

## II. LITERATURE REVIEW

### A. Employer Branding

Branding is a marketing activity that creates a “name, term, design, symbol, or any feature” on a product to make a differentiation from other similar products (Bennet, 1998). It represents the consumer perception about a product and exists in the minds of the consumer (Kotler and Armstrong, 2007). The implication of brand concept has not only been meant for product and service that are mainly defined as personified trademark (Kucherov and Zaylova, 2011), but also have been implemented in human resource area using the term employer branding.

The term employer branding was first mentioned by Ambler and Barrow (1996), who mentioned employer branding as: “The package of functional, economic and psychological benefits provided by employment, and identified with the employing company”. Most of employer branding literatures state that employer branding is the branding activity applied in human resource area (Edwards, 2010; Aggerholm et al., 2010; Bakanuskiene et al., 2011; Heilmann et al., 2013). It is about building an image that a company, as an employer, is a great place to work in the minds of potential talents and fulfilling those promises to existing employees (Berthon et al., 2005). It places the existing employees as internal customers and potential talents as external customers. As the internal customer, the existing employees are being exposed with the company’s value proposition of employer branding which lead to the workplace culture (Heilmann et al., 2013). By relating employer brand with the workplace culture, the existing employees are also helping in communicating the employment offer to the external customers (Love and Singh, 2011). While for the external customers, the potential employees are being led by the image a company is trying to communicate, which is its unique employment experience.

The main objectives of employer branding are employee retention and talent attraction. Other purposes are to help the organization in reducing cost, increasing customer satisfaction, and getting higher return on investment and profitability (Barrow and Mosley, 2005). As Kucherov and Zavyalova (2011) found in their study, the organization with employer brand gained a number of economic advantages, there were a significant different result between a company with employer branding and one without employer branding from three economic indicators, i.e., (1) turnover rate, (2) average share of human resource costs in total costs of company, (3) the proportion between the annual human resource training budget and annual labor compensation fund). Heilmann et al. (2013) also added that better employer image results in a more efficient recruitment, and improvement of job satisfaction are also the goal in implementing employer branding. It also can make the recruitment become shorter

regarding to time, more flexible, get better quality of applicants, and reducing the recruitment cost (Heilman et al., 2013) because a strong employer branding lead to positive intention to apply to a job when compared to negative or neutral employer branding (Gomes and Neves, 2010).

Just like the existing branding science, employer branding also has personality and positioning (Berthon et al., 2005). It is highlighting the offering or working environment in a company (Backhaus and Tikoo, 2004). The offering in employer branding science means the working experience in the company (Edwards, 2010) that is communicated to attract the potential talents. Further, in order to target the right one, each industry should know what are the attributes that attract their potential talents. These attributes are called as employer branding dimension.

## **B. Employer Branding Dimension**

As stated before, the offerings that the company highlight in order to attract the potential talents are the job attributes in the company. Several studies, as previously discusses, have studied these offerings using the term *employer branding dimension*. In the earliest study of employer branding, Ambler and Barrow (1996) have constructed three dimensions of employer branding: the functional dimension about the development of career and other activities provided by an employer; economic dimension that is related to financial such as salary and other payment; and psychological dimension that talked about the sense of belonging – the thing an employee perceives in an employment relation. Yet, Ambler and Barrow (1996) did not develop the measurement for these dimensions (Zhu et al., 2014). Then based on the works above, Berthon et al. (2005) developed a scale for the measurement of the dimension that attract the talents, of which they found five dimensions: (1) interest value to see in what extend the talent is attracted to a company; (2) social value for the work environment, such as good relationship among the team, (3) the economic value for the salary, compensation, job security; (4) development value for career development; (5) and application value to see to what extend that the employee's skills can be used in the company.

As the science of employer branding started to develop, several studies have been researching employer branding dimension based on its context. Jiang and Iles (2011) found five dimensions of employer branding in the private sector context in China. The dimensions were *economic* that relates to the employee evaluation on economic need; *developmental*, which is about employee's demand on professional development; *social*, that relates to employee's need in interesting challenge; and *brand trust*, that relates to how employee's perceive the employer in relation to honesty, credibility, and ability to satisfy the employee's demand. Alniacik and Alniacik (2012) in a study that compared the employer branding dimension in age, gender, and current employment status difference, found six dimension of employer branding: social, market, economic, application, cooperation, and workplace environment. When they compared the attribute between female and male employees, they found that female perceived the importance more in social value, market value, application value, and cooperation value than male.

In educational context, there were Bakanauskiene et al. (2011) and Bendaraviciene et al. (2013) who propose employer branding dimension in University

and higher education contexts. Bakanauskiene et al. (2011) identified four dimensions of employer branding in university, there were achievement, connection, relations, and system. While Bendaraviciene et al. (2013) proposed eleven dimensions that include organizational culture, fairness and trust teamwork, academic environment, strategic management, job satisfaction, supervisor relationship, compensation and benefit, training and development, work-life balance, working conditions, and loyalty in higher education context. Zhu et al. (2014) also developed a set of dimensions of employer branding based on Chinese context. Since many studies in employer branding are mostly conducted in Western context, they then proposed a dimension for Chinese context only. They found that both in Chinese and Western contexts, the organization can enhance their employer branding through compensation and benefits, opportunity for development, and recognition. While the other two are different with the Western context, in Chinese context, people take work-life effectiveness and organization mark like leadership, ownership, and prestige, (that closely relate to functional factors of compensation and benefits, and opportunity for development) as important factors.

**Table 1**  
Previous study about employer branding dimensions in different context

Author	Context	Dimensions
Ambler and Barrow (1996)	Western context	Functional; Economic; Psychological
Berthon et al. (2005)	Western context	Interest value; Social value; Economic value; Development value; Application value
Bakanauskiene et al. (2011)	University	Achievement; Connection; Relations; System
Jiang and Iles (2011)	China private sector	Economic value; Developmental value; Social value; Interest value; Brand trust
Alniacik and Alniacik (2012)	Age, gender, and employment status	Social value; Market value; Economic value; Application value; Cooperation value; Workplace environment
Bendaraviciene et al. (2013)	Higher education	Organizational culture; Fairness and trust teamwork; Academic environment; Strategic management; Job satisfaction; Supervisor relationship; Compensation and benefit; Training and development; Work-life balance; Working condition; Loyalty
Zhu et al. (2014)	Chinese context	Compensation and benefit; Opportunity for development; Recognition; Work-life effectiveness; Organization mark

Based on the various studies above, we can conclude that the dimension of employer branding vary in different context. Thus, in order to create an employer branding strategy in mining industry, the dimensionality of mining industry in Indonesia should be studied first.

### **C. Mining Industry**

From Oxford online dictionary, mining industry is defined as the industry that explores and processes the materials from mines. It is one of the industries that uses the most advanced technology of all the heavy industries (Dickie and Dwyer, 2011), so it needs an employee who has a high level of specialized skills and the process of recruitment must be efficient (Boxall and Purcell, 2011). Based on MITAC (2005), one of the key challenges in mining industry in human resource is aging workforce and retirement. The mining industry needs to recruit more professionals to replace the aging workforce (Gibson and Scoble, 2004), but the pool is limited since recruiting talent to remote mining location is one of the challenges that needs to be highlighted by the companies (Ednie, 2004). In Indonesia, the limited pool of talents is also compounded by the limited institutions that offered the programs related to mining. It may create a talent scarcity and war of talents between the firms in mining industry in Indonesia, thus employer branding strategy is needed in the mining industry because the companies that compete for scarce talent may develop a strategy in order to win in the war of talents (Heilmann, 2013).

There are several researches related to the talent's situation and talent war in mining industry (Hosking, 2005; Maloney, 2006; Giraud, 2006; Klie, 2008; McCrum, 2013) but it appears there has not been a research that identifies or uses the employer branding concept in the war for talent in mining industry. Thus, this study may contribute knowledge to the theoretical base of employer branding in mining industry and the idea for companies to develop the strategy for talent attraction in mining industry.

## **III. METHODOLOGY**

This study is aimed to analyze the concept of employer branding in mining industry in Indonesia, then comparing them to the talents expectation toward the company. Thus, this study was conducted using two steps of data collection.

### **A. Content Analysis**

The data was first conducted using content analysis. The content analysis is aimed to analyze the employer branding concept in mining industry in Indonesia. The data was gathered from the company's website. We were looking for the offering that company communicates through their website. This data collection was conducted on three mining company's website in Indonesia.

### **B. Focus Group Discussion (FGD)**

The second part of the data collection is aimed to see the potential talents expectation towards mining company in Indonesia. The data was gathered through Focus Group Discussion (FGD) to seven final year students majoring in Mining at Institut Teknologi Bandung (ITB). ITB was chosen because it is the top ranked engineering school in Indonesia and considered as a “hot talent pool” among employers in mining industry. The age range was between 20 and 23 years. All of them are males. The FGD lasted in approximately 50 minutes. Participants were encouraged to discuss the following question: What kind of factors that you consider when choosing to apply for a company?

## **IV. DATA ANALYSIS**

There are two main points that are discussed in this section. They are (1) the offering for attracting the potential talents based on companies’ website and (2) the talents’ expectations towards mining company in Indonesia.

### **A. Companies’ Offerings**

Just like the existing branding science, the key point of employer branding is communicating its offer to the potential talents. Based on the content analysis on three mining companies’ website, we identified the followings:

The first company (Company A) has communicated its offerings on the company’s website. It is stated that it provides supporting facilities for its employees such as: housing facilities that are supported by clean water and waste management; canteen; hotel; health facilities like hospital and clinic; fitness center; entertainment center, shopping center; religious center; and local airport. It also stated that the safety of its employees are the most important thing in operating its mining practice. It promotes a safe working practice as its work base. Another thing that the company offers is the training and development program. There are several programs to develop its employees. For the fresh graduate talent pool, it provides a fresh graduate program that consists of a two-year training and supervising. On the company’s website, this Company A is also communicating its CSR as a way to build its good image on the potential talents’ mind. It states that it has several programs for local people: first, on the economic sector, Company A develops a program for the local micro and small medium enterprises, so they can enhance their productivity and help the economy growth. Second, the health program. It is stated on the website that Company A provides sanitation program, prevention on transmitted disease, maternal health, malaria, and clean water access. Third is building the infrastructures for local area. It is also stated that Company A is helping to promote the local culture to the outside through several cultural events. To further developing the local people, it also provides a program for training and hiring the local people to work for the company. To conclude, Company A offers satisfying facilities, safe work environment, training and development program, and it pictures the company as a responsible one through its company’s website.

Next is Company B. Company B's website communicates its safe work environment, training and development program, the company's CSR, and a little information on its financial offer. Company B states that it is implementing a good standard for a safe working environment. It is written on its website that they endorse the quality, healthy, safe, and good environment on their mining practice. Unlike the other companies that only stated they are putting employees' safety at first, company B provides more information by communicating the way it manages work incident on the work place and annual incident statistic on its site. For the training and development program for the employees, it also provides a fresh graduate program for attracting fresh graduate talents. It is written that Company B has an annual program and budgeting for the employees training program. It is aimed to develop the employees' skill and knowledge, with 63% of the employees are joining the program. Company B also provides the financial benefit on its website, though it only states that it offers a competitive reward for the employees, yet no further explanation about it is available. As for company's image, Company B focuses on health, economic, education, environmental, and cultural issues. Unfortunately, Company B does not provide other benefits such as facilities on their website.

The last is Company C. This company's website communicates its benefits quite comprehensively compared to the other companies. It provides detailed financial benefit, the facilities, work environment, training and development program, work-life balance policy, non-financial benefit, and its company's CSR. For the financial benefit, it states that it offers a competitive remuneration for its employees. It pays the employees more than the minimum wage. During religious holiday, the employees will get 150% of their basic salary allowance plus another allowance. It also adds 1.5 million rupiahs 15 days before the Eid Al Fitr for the employees. Another financial benefits are the annual allowance and leave transportation allowance. As the company gives its employees 16 days of annual leaves, it gives the employees 225% of their basic salary plus 750.000 rupiahs as the annual allowance. The employees are also provided a leave transportation allowance for them and their legal dependent. A pension plan and 4 million rupiahs for employees' dependent/parents/in law's death are also included on the financial benefits. As for work-life balance, company C is the only company that communicates it through its website. Although not really in detail, it is stated that the work schedule will be clear and the employees will get 16 days of annual leave supported by leave allowance and transport allowance as mentioned before. The employees will also get 12 weeks of maternity leave and 2 days for paternity leave. The next benefit that Company C communicates is the facilities. It is stated that to overcome the uncomfortable living stereotype in mining sites, it provides supporting facilities that will make its employees comfortable and feels like home. Some of its supporting facilities are: housing complex, parks, banking, hotel, local airport, fitness centers, school, and pick up shuttle for the employees' children. And for the work environment, just like Company A, it is only written that it puts the safety first. Another benefit is also stated on the website: non-financial benefits. It is written that Company C provides a good life insurance, soft loans for ownership of vehicles and home, and also scholarship for employee's children. As for Company C's image, the same as Companies A and B, it is picturing its company as doing good deed for the society through its community developmental program.



## **B. Talents Expectation Toward Mining Companies**

Based on the FGD result, it is found several factors that the participants consider before applying to a company. When asking the question, first participant stated that the roster is one of the factors that they will consider. Roster is a term that is used in mining industry in regulating the working time. The first participant stated that:

Most of mining graduate are looking for the roster first before considering to apply for the job. Like in Indonesia, for what I have heard, the roster is usually longer than working abroad. Sometimes they are 5-1, sometimes 5-2. So, 5 weeks working and 2 weeks off. So I will be looking for the company that proposed a balance roster like a 2-1 roster (First Participant, FGD).

This roster factor might be related with the work-life balance. Since the main consideration in the roster is how balanced their work time and off time is.

Another factor that the first participant will look for is financial factor as in salary and other supporting financial factors like insurance. As the participant thought that studying in mining is hard and the job will be hard, he wanted to get a compatible salary. For this, all the participants agreed with the statement.

The second participant stated that he will consider the safe working environment first before sending a job application. Since mining industry is considered as a high risk job, this participant will first make sure that the company has the best safety regulation. The second participant also stated that a good life insurance will also be the participant's first consideration.

Another factor was facilities. All the participants agreed that the remote location of mining industry must be provided with good facilities, i.e., a good dormitory or even housing. Most of the participants also stated that because they would love to bring their spouses after they get married, they want a company that offers supporting facilities like schools, hospitals, and shopping centers. However, these supporting facilities do not seem to be foremost consideration since they stated that:

It is okay if the company is not allowing us to bring our spouses to the remote area, as long as they provide a good transportation fee for us to get back home in every off time (FGD).

Consistent with the balance roster and good transportation fees that they stated before, they added that the work and life balance were their main consideration. By having a good roster, they were able to have a life outside their work in a mining site, ultimately at the time they get married and start a family.

The stability of the company is also one of the factors that they consider. One of the participants stated that:

If the company is already a stable company, even though the mining market is unstable, the company still can continue to operate. So, I will not lose my job (FGD).

This stability might be related with the job security. Then, all the participants agree with this statement. Others also added that a company's image is also important in keeping the stability of the company. If a company previously has a bad reputation, regarding social conflict or committing regulation violation, it will threaten the stability of the company. As one participant said:

If the company is violating the government's rule like tax evasion or poisoning the environment by their waste, the company could be shut down by the government. Then I will lose my job. So I will consider their image before applying to them (FGD).

Another company's image factor also is stated by one participant. This participant stated that if the company are in conflict with the indigenous people in the mining site, it might threaten their life security. This is related to the previously discusses safe working environment.

Training and development was another factor that every participant agreed that they will consider in choosing a company. As a fresh graduate, they were hoping that the company will enroll them to every department in the industry and provide them a mentor so they can learn as many as they can from the company. Also, they wanted a company that provides regular courses, so they can enhance their skills as well as achieving a higher career level. In addition, in achieving higher career level, the participants stated that they would consider the company that provides clear information about their career level.

## V. DISCUSSION

Based on the data gathered from the FGD above, it is clear that there are several factors that the participants consider in choosing the company to work with. Those are the company's stability related to the job security, financial stability, company's image, work-life balance, safe working environment, facilities, training and development.

In Zhu et al. (2014), company's stability is named as job stability. It is related to the compensation and benefit dimension along with the pay competitiveness, pay equity, pay stability, long-term incentive, social insurance, and job security. However, based on the FGD, the company's stability is only related to job security, financial stability, and company's image. This might be caused by the definition of the company's stability found in their explorative study was the ability of the company to continue to operate and be able to pay their employees. Thus, the financial benefit in this study is not included, because based on the FGD result the financial factor was separated from the company's stability.

Financial, the term that is related with economic benefit, is the dimension that can be found in most of the previous studies about employer branding dimension. Ambler and Barrow (1996) named it as economic dimension, Berthon et al. (2005), Jiang and Iles (2011), and Alniacik and Alniacik (2012) used the phrase economic value, Bakanauskiene et al. (2011) used the term compensation and benefit that is included in system dimension. The term compensation and benefit was also used by Bendaraviciene et al. (2013) and Zhu et al. (2014). Most of the researches included

salary, insurance, and other financial benefits in this dimension. The results of this explorative study also echo the findings of the previous studies.

In the work-life balance, the main concern in the mining industry is the roster that the company's proposed. The roster is the amount of working time compared to the off time in mining industry. Based on the results of this study, the potential talents are highly concerned about the roster since it determines their work-life balance. The amount of the off time should be quite balance with the working time. Another factor related to the work-life balanced is the transportation fees provided by the company during their non-working time. This is quite similar with the previous study that identified work-life balance as the employer branding dimension (Bendaraviciene et al., 2013; Zhu et al., 2014), the difference is only on the roster term used in the mining industry.

Next is the working environment. Most of the studies about employer branding dimension found working environment either as one of the employer branding dimensions (Alniacik and Alniacik, 2012; Bendaraviciene et al., 2013) or the attributes related to some employer branding dimension (Berthon et al., 2005; Bakanauskiene et al., 2011; Jiang and Iles, 2011; Zhu et al., 2014). However, from these previous studies, the working environment is mostly related with social factors such as having a happy/fun working environment that is created by a good relation with the colleagues and supervisors. Meanwhile, based on this study, working environment in the mining industry is the safety regulation of the company. Considering mining as a high risk job, the potential talent in mining industry wants to ensure their safety by assuring that the company has the best safety regulation and a good life insurance.

The facilities in this study are related to the non-financial benefits proposed by the company. As mentioned above, the location of the mining site in the remote location makes the supporting facilities like the housing, health facilities, shopping center become one the talents' consideration. Especially when they are allowed to bring their spouse/family. As in previous studies, these facilities might be included in the benefit and compensation dimension (Bakanauskiene et al., 2011; Bendaraviciene et al., 2013; Zhu et al., 2014).

The last is training and development, it also can be found in some of previous studies in employer branding dimension (Jiang and Iles, 2011; Zhu et al., 2014). The training and development in this study are related to the opportunity that the company gives to the employee to enroll in every department in the company and get some mentors in order to enhance their skill and knowledge. Another is related to the training and courses that are supported by the company so the employee can achieve a higher level of career. Thus, clear information about career path in the company is also included in the training and development dimension.

Compared to the content analysis result on the company's website, we can say that some expectations are already communicated by the companies through their website. Company A offers its facilities, safety work environment, training and development program, and its stability. Company B offers its safety work environment, training and development program, the company's stability, and a little information about its financial offer. Company C offers detailed financial benefit, the facilities, work environment, training and development program, work-life balance policy, non-financial benefit, and the company's stability.

**Table 2**  
Talent's expectation in mining comparing with previous studies

Talent's expectation in mining industry	Previous Studies: employer branding dimension
Company's stability: <ul style="list-style-type: none"> <li>• Company's image</li> <li>• Company's CSR</li> <li>• Financial stability</li> <li>• Job security</li> </ul>	Job stability (Zhu et al., 2014); Security (Ito et al., 2013); Brand trust (Jiang and Illes, 2011); Organizational culture (Bendaraviciene et al., 2013).
Work life balance <ul style="list-style-type: none"> <li>• Good roster</li> <li>• Transportation allowance</li> </ul>	Flexibility (Ito et al., 2013); Work-life effectiveness (Zhu et al., 2014); Work-life balance (Bendaraviciene et al., 2013)
Safety working environment	Workplace environment (Alniacik and Alniacik, 2012); Working condition (Bendaraviciene et al., 2013); Social (Berthon et al., 2005).
Training and development: <ul style="list-style-type: none"> <li>• Training</li> <li>• Mentor</li> <li>• Regular courses/ training/ seminar supported by company</li> <li>• A clear career path</li> </ul>	Opportunity for development (Zhu et al., 2014); development and opportunities (Ito et al., 2013); training and development; (Bendaraviciene et al., 2013); developmental value (Jiang and Illes, 2011); systems (Bakanauskiene et al., 2011); developmental value (Berthon et al., 2005).
Financial Benefits	Compensation and benefit (Zhu et al., 2014; Bendaraviciene et al., 2013) Satisfaction (Ito et al., 2013); economic value (Berthon et al., 2005; Jiang and Illes, 2011).

**Table 3**  
Talent's expectation compare with companies offering on website

Talent's expectation	Company A	Company B	Company C
Company's stability:			
Company's image	Community development program	Community development program	Community development program
Work-life balance	Not mention	Not mention	Annual leave 16 days (Annual leave allowance 225% of basic salary +750.000 + transportation allowance with legal dependent). Religious holiday (religious holiday allowance 150% of basic salary + PFP allowance + minimum 1.5 millions bonus paid 15 days before Eid Al Fitr). Pension 12 weeks of maternity leave 2 days of paternity leave

Talent's expectation	Company A	Company B	Company C
Safety working environment	International safety standard.	International safety standard and provides more information by communicating the way it manages work incident on the work place and annual incident statistic on its site	International safety standard.
Facilities	Housing facilities supported by clean water and waste management; canteen; hotel; health facilities like hospital and clinic; fitness center; entertainment center, shopping center; religious center; and local airport	Not mention	Housing complex, parks, banking, hotel, local airport, fitness centers, school, and pick up shuttle for the employees' children
Training and development	Fresh graduate program that provides a two-year training and supervising	Fresh graduate program for attracting fresh graduate talents. An annual program and budgeting for the employees training program. It is aimed to develop the employee's skill and knowledge (63% of the employees are joining the program)	Dual Career Ladder program for functional career path development. Pre-retirement program for employees and family
Financial	Not mention	Not mention	Salary more than the minimum wage. 150% of their basic salary allowance plus another allowance for the religious holiday. 1.5 million rupiahs 15 days before the Eid Al Fitr. 225% of basic salary plus 750.000 rupiahs as the annual allowance. Leave transportation allowance for employees and their legal dependent. Pension plan. 4 million rupiahs for the employee's dependent, parents, in law's death

All of the companies are building its image by communicating their feedback to society through the website. As the result of the FGD, the potential talents want to ensure that the company has good image to avoid the social conflict or the violation of government regulation that can threaten the stability of the company. This stability is important to them because it will lead to their job security and financial security. Safe working environment also becomes one of the talents' expectations that has already been offered by the company through their websites. While for the work-life balance and financial benefits, only Company C provides the information on their company's websites. As for the facilities, all the attributes that the potential talents expect are already mentioned on the website, except for company B which does not provide any information related to facilities. Meanwhile, for talent and development, based on the FGD result, it contained the training program and the clear information about career path. The three companies have already written their training program on the website, yet for the career path information, none of the companies provide it.

## VI. CONCLUSION

In conclusion, when comparing the company's offering through their website with the potential expectation, we can see that some of the potential talents' expectations have already been mentioned on the website, while only some of them have not. This study, therefore, suggests that a company should provide clear information about their offers based on the potential talents' expectations in order to attract them.

## VII. LIMITATION AND FURTHER RESEARCH

This study only analyzes the content from three mining companies in Indonesia and it only conducts one focus group discussion to explore the potential talents' expectations toward mining companies in Indonesia. Thus, further study through interviewing the companies to find more information about company's offers is necessary, as well as the confirmatory factor analysis for confirming the potential talents' expectations toward the mining companies in Indonesia.

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