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Organizational Attractiveness: The impact of image on the Recruitment Process Study applied to Agricultural Credit Banks based in the Algarve Region in Portugal

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Abstract

We all differ in skills, capabilities, and motivations, among other factors; hence, the growing importance of the Human Resources Management area in organizations. Human Resources are complex, both in their way of being and acting, making them delicate to manage. Just like people, companies also have their identity, personality, and culture—some more pronounced, others less. But nowadays, with the high competition present in the market, it's not enough to exist; it's necessary to make oneself seen, to make oneself known. In this sense, this study portrays the difficulties that these companies may experience due to the image they convey to their public. Concepts that link organizational attractiveness, job satisfaction, and employer branding are explored. Oriented towards the banking sector, more specifically the Grupo Caixa de Crédito Agrícola, this research used qualitative methods that led to the belief that promoting job satisfaction must be a continuous effort, but also that entities must invest in internal and external communication, creating a strong and attractive employer image.

Keywords: Branding Image, Employer Branding, Identity, Organizational Attractiveness, Recruitment.

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1. Introduction

With the growing strength of Human Resources based on the creation of wealth and competitiveness of organizations, the challenge is to know how to manage the existing knowledge in the organization in order to create a favorable environment for the development of the intellectual capital of workers. Currently, people are the central aspect of the success of organizations [1].

Discussing human resources involves addressing significant challenges. There has never been such a diverse range of generations in the job market as there is today [2]. This great variety leads to a series of obstacles, but also opportunities, as there is a strong exchange of knowledge, experiences, and perspectives. But how can we attract this mix of talent to organizations?

In an increasingly competitive economy, it becomes essential for organizations to outline human resource management policies capable of positively influencing employees' perceptions of them [3].

Through personal experience, the idea arose to highlight the logic of why there is a lot of qualified and specialized labor, because there are organizations that have difficulty recruiting due to a lack of it. What will be missing in these organizations?

Based on this premise, the following starting question was formulated: "To what extent does the organizational image impact the recruitment process? Based on the starting question, this study sought to analyze the situation of Grupo Crédito Agrícola (GCA) within the banking sector and in a particular region, the Algarve.

GCA is a national financial group of cooperative origin, formed at its base by Agricultural Credit Banks. Founded in 1911, its main focus was to support financing for farmers; however, over the years, and with its development, its operations have expanded to other sectors.

Currently, the GCA, in addition to the Caixas Agrícolas and Caixa Central, is also composed of insurance companies and specialized banks. It has 75 Associated Caixas, which total 630 branches, all within Portuguese territory. In total, there are more than 430,000 members and over 1,900,000 customers. This makes GCA one of the main banking groups at the national level.

GCA's mission is to contribute to the economic and social progress of the regions, seeking to have a local, purposeful, and sustainable bank. It aims to become a reference for inclusion, sustainability, and innovation, maintaining its recognition as a financial group trusted by the Portuguese.

These links are established based on the values and conduct by which the group is governed, such as trust, proximity, solidity, autonomy, and simplicity. It seeks to be faithful to values and principles, acting with integrity regardless of the circumstances.

Favoring the decentralization of decision-making centers, the GCA has several Mutual Agricultural Credit Funds (CCAM) throughout the country, which seek to be entities that drive the economic, social, and cultural development of the regions where they are located. In the Algarve region, this study was carried out in three of the four existing CCAMs, the participants being Albufeira, Sotavento, and Terras do Arade.

These organizations understand that banking is not a job for everyone; it requires a great sense of responsibility. Taking on responsibilities, having a stable job, and creating ties with entities are not ambitions for the younger generations; they essentially seek flexibility.

Added to this, there is high competition for human resources in the area in which these CCAMs operate.

Although the sector is not as attractive in terms of salaries as it was a few decades ago, it continues to offer diverse benefits (both financial and non-financial) that lead to low turnover levels.

It is assumed that the core problem is focused on the image that is transmitted and the media. Because the recruiting base they acquire is small and out of place. In this context, it is necessary to communicate on the platforms that young people use today.

It is believed that Crédito Rural has differentiating factors in relation to other banks in the sector, which, if well communicated, can cultivate a positive and attractive employer image.

Based on these realities exposed in the interviews conducted, we understand the various challenges that CCAMs face in attracting candidates to their organizations. In this sense, starting from the recruitment difficulties, the problem of this research arises, which focuses on organizational attractiveness.

The objectives include understanding the image that the organization conveys at the employer level, understanding the relationship between employee satisfaction and the organization, and creating measures to overcome these challenges while building a strong employer image.

This employer image mainly reflects the external expression of the work environment and company culture [4]. We can also add that this aims to give the company an identity, which allows it to enhance the attraction of the right candidates, as well as to involve, motivate, and retain current employees [5].

Thus, it is understood that organizational attractiveness and identity, employer image, employer branding, and recruitment are the key concepts of this study.

2. Theoretical Approach

2.1. Generational Culture

Individuals born in the same period experience life experiences that are both historically and socially similar. This common sharing of experiences can significantly affect the patterns of thinking and acting, values and beliefs, ethics, goals and aspirations, working methods, the reasons why they work, and the behavior of the individual in general [6].

Although there are some inconsistencies in the literature regarding the delimitations of the dates that define the different generations, in general, the Baby Boomers are considered to be those born between the 1940s and 1960s, Generation X for the following two decades, Generation Y from the 1980s to the mid-1990s, Generation Z until 2010, and since 2010, the Alpha generation.

The Baby Boomer generation, which emerged after the Second World War, had values of loyalty and dedication more present in their way of being. At the same time, they were very challenging and demanding, managing to instigate changes that have lasted until today [7]. They are also known for being firm in their decisions and are not easily influenced by others.

Generation X, in turn, prioritized personal interests more, focusing on the search for freedom and individuality in relation to organizations, and managed to consolidate their rights [8]. Both generations tend to value job security and stability, believing in a job for life with the underlying idea that with seniority in the organization, they will have career progression and other benefits over the years. These two generations were interested in extrinsic rewards in exchange for their commitment to the organization, leading to difficulties in balancing their personal and professional lives [6].

Generation Y, also known as Millennials, grew up with information technology and especially the internet. They are constantly connected individuals who seek easy and immediate information, and this has made them capable of dealing with the constant evolution of the technology sector and with a large amount of information made available [9]. Endowed with many skills and flexibility at work, they place more value on real skills than on hierarchy [10].

Generation Z was born with the internet and a purely globalized world. These are individuals who do not distinguish between online and offline life and want everything immediately. With high levels of creativity, they are critical, demanding, and do not submit to working conditions that do not satisfy them. Due to their strong relationship with the technological environment, they are more individualistic and antisocial [11].

Finally, Generation Alpha, born in a completely digital era, is known as digital natives. Within a few years, they will enter the job market. They have impressive technological skills and strong abilities to easily adapt to technological resources. Inserted in an environment with many sensory stimuli, they are very observant and attentive children [12].

We don't all have the same aspirations. Each generation is shaped according to the culture and education experienced; consequently, they have different characteristics, such as the values they defend and the ways of thinking and acting [13].

The profiles drawn up for different generations become a reference, and it is up to organizations to adapt to their characteristics in order to be attractive companies to work for [14].

2.2. Organizational Culture

Culture is a continuous process of evolution; it is constructed throughout history [15]. It is shaped and influenced by historical events and social changes; it is not static but dynamic [16]. From this perspective, cultural practices and their identities can be transformed and redefined over generations.

It is a path that organizations take to reach their reality or to achieve their goals in the future. It is made up of the organization's history, values, customs, symbols, and communication. This is essential for creating an identity and commitment among employees to the organization [17].

When discussing culture, it is important to recognize the multiplicity of experiences, realities, and characteristics that unite and differentiate us as individuals or groups – to be aware of the complexity and diversity of cultural and social interactions [18]. Organizational culture is full of meanings [19].

The culture present in an organization influences the way employees interpret and give meaning to their work [20].

According to Crozatti [21] He considers that organizations are essentially made up of people, and these are their greatest wealth. In this context, an organizational culture allows individuals to understand how they can relate to the organization [22].

2.3. Identity

Each organization has its own identity, whether simple or complex. In a competitive environment, this can be the differentiating element for success. It consists of articulating the ethos (values and beliefs) along with its mission and objectives, thus building its distinctive individuality.

Albert [23] It is considered that organizational identity encompasses three dimensions. The first is the way in which it is understood by its employees and the value it conveys to them. The second is from the perspective of employees regarding the extent to which it differs from other organizations. The third is the evolution of the organization's identity over time and how it relates to the past.

The elements of the environment that surround us and our relationships with others help to build our identity; it is a phenomenon of self-reflection, as suggested by classical theories on individual identity [24].

As individuals, it is not possible for us to separate who we are from the perceptions others have of us, but these perceptions can also influence us. From an organizational perspective, there is also this view of oneself and others. Thus, organizational identity can be constructed by combining self-assessment with the desired future of the organization itself and also by perceptions from outside [20, 25]. The desired identity is one of distinction in the eyes of oneself and others.

An organization with a distinct identity finds it easier to gain recognition, becoming more attractive and consequently gaining a competitive advantage.

On the other hand, organizations can feel so overwhelmed by the need to stand out and be heard that they sometimes end up losing their identity. For organizations, asserting themselves with a distinct and recognizable identity in a saturated environment is absolutely necessary, but practically impossible [26]. The organizational identity must be well-defined and outlined so that it can be transmitted in a clear and understandable way to new employees, enabling them to adapt to the organization's way of thinking, operating, and behaving [17].

Identity ends up being a reflection of the social, cultural, and psychological characteristics present in organizations [27].

2.4. Brand

The classic concept of a brand is “a name, term, symbol, design, or a combination of these elements that should identify the goods or services of a supplier or group of suppliers and differentiate them from those of the competition,” according to the American Marketing Association [28]. This definition has evolved, moving strictly from the focus of a more utilitarian vision to adding the symbolic representation of the elements that surround it, integrating immaterial values [8].

Thus, the brand can be considered a complex phenomenon, essentially due to its capacity for seduction and attraction, which influences human behavior [29].

2.5. Employer Brand

Over the years, HR has come to stand out as a fundamental part of organizations, being considered the most important resource for the organization, while the brand is the most precious asset [30].

The concept of Employer Branding (EB) emerged in the 1990s, popularized by Ambler and Barrow [30]. However, the underlying ideas began to emerge earlier, especially as organizations started to realize the importance of managing their reputation as employers to attract and retain talent.

With the emergence of the internet, increased competition for qualified talent, and changing employee expectations of work and organizations, the job market has undergone significant changes. These factors contributed to the emergence of employer branding as an area of strategic focus for organizations.

Based on the general definition of a brand, the concept of employer branding (EB) is used to identify organizations that convey the feeling of being an excellent place to work, referring to the reputation and perception that a company has as an employer. It is the way the organization is viewed by the job market, by current and potential employees. Just as companies have brands for their products and/or services, they also have a brand as employers. Involving both internal and external perceptions, it expresses the organization's values, culture, and management practices. The aim is to attract individuals with skills and work styles that match the company's identity [31].

However, despite being a relatively recent concept, this does not mean that organizations have not integrated this methodology into their strategy over time.

As organizations have recognized the importance of creating and maintaining a positive reputation as employers, the concept has evolved to include specific strategies for attracting, engaging, and retaining talent, as well as fostering a positive organizational culture and an engaging work experience. Since then, employer branding has become an essential part of human resource management practices in many organizations around the world.

This concept involves several aspects, including organizational culture, company values, benefits, and development opportunities offered to employees, the work environment, HR policies, corporate social responsibility, among other factors. However, we must keep in mind that not all of us defend or value the same aspects when looking for a job [32].

A strong, positive employer brand can attract qualified talent, increase employee retention, improve job satisfaction, and contribute to the overall success of your company. On the other hand, a poor reputation as an employer can drive away talent and harm a company's ability to recruit and retain top talent. Therefore, employer branding is a crucial part of management strategy.

The HR department of an organization must be aligned with the target audience it is intended for [33].

In summary, it is clear that EB is internally related to its employees, as they can be the great disseminators of the employer brand through the HR practices to which they are subject. In the opposite direction, externally, this image is transmitted through current communication channels that allow the creation of bonds with the target audience.

Thus, according to Stuss and Herdan [34], employer branding aims to increase brand awareness by highlighting the advantages of working with that entity. It also plays a role in recruitment, as it serves to attract the best professionals.

2.6. Recruitment

Recruitment is a process that results from the need for professionals in an organization and has as its main focus attracting individuals to fill this gap [35].

The history of recruitment dates back to ancient times when organized societies needed to bring people together to perform specific tasks such as hunting, warfare, building, and farming.

During the Industrial Revolution, there was a mass migration of people from the countryside to the cities in search of employment in emerging industries [36]. This has led companies to need more efficient ways to attract and select workers. Thus, recruitment began to become more formal, with job advertisements in local newspapers and personal networking.

In parallel with technological advances and management practices, recruitment has also evolved. Employment agencies began to emerge, offering recruitment and selection services to companies that needed professionals. With the growth of the Internet and social media, recruitment has undergone another significant transformation, becoming more digital and globalized.

The recruitment process begins with identifying a need. However, before starting the recruitment process, it is important to check whether this need is valid. Sometimes, the problem can be solved with organizational restructuring or redistribution of tasks, thus avoiding new hiring and, consequently, an additional cost for the company [37].

Confirming the need for recruitment, the analysis of the characteristics of the workplace follows, along with the identification of the main tasks and requirements necessary for their correct performance [38]. According to Lacombe [39], when offering a vacancy, the organization must inform the required criteria through an objective definition of the candidate's profile, as well as the function to be performed.

This planning helps to attract professionals with the skills, behaviors, and personality suited to the role and organization [40]. More specific recruitment offers certain benefits, such as increasing the likelihood of the organization filling vacancies and retaining workers, even by attracting people who are looking for that specific role [41].

Recruitment today has a variety of methods and technologies available to attract and select candidates. This includes online recruitment platforms, websites from professional networks, candidate management software, artificial intelligence, and big data analytics to identify hiring trends and patterns.

Furthermore, modern recruitment also increasingly emphasizes the importance of diversity and inclusion, as well as the candidate experience, seeking to create more fair, transparent, and person-centered selection processes.

Thus, in order to attract and retain people with qualities and skills that help the company develop a competitive advantage, selective recruitment is the key to success [42].

2.7. Employer Value Proposition

The employer value proposition (EVP) is part of an organization's management strategy as an employer, which identifies a set of factors valued by individuals so that they will accept a job offer. It includes not only financial aspects, such as salary and productivity bonuses, but also other benefits or characteristics that may be valued by employees, depending on the individual's culture [43].

In contrast, the employer wants the employee, through their skills and experiences, to enable a more effective work response [44].

When creating its value proposition, an organization must define attributes that appeal to both its employees and its target audience so that there is a link between the brand in the eyes of the consumer and the employer [45]. It is the expression of the organization's reflection in the job market.

Just as in the commercial area, it is not enough to simply attract new customers; it is necessary to maintain them and, to a certain extent, build their loyalty. In HR, the underlying idea is the same with regard to attracting and retaining professionals and talents. Therefore, it is necessary to create the conditions for employees to develop and become motivated so that the result is a commitment to the organization. In this sense, actions that assist in this commitment and the development of skills gain strength [46].

This commitment or involvement, also seen as an emotional bond between the employee and his or her work and the organization to which he or she belongs, influences him or her to innovate, evolve, and act in accordance with the interests of the organization [47].

2.8. Organizational Attractiveness

Organizational attractiveness refers to a company's ability to attract and retain qualified and favorable talent for necessary functions and, in general, for the development of the company [48]. This attractiveness is based on the perception that potential candidates have of the organization as an employer and can be influenced by several factors.

The reputation of the company, including its organizational culture, work ethic, values, and management practices, ends up being the factor that creates the first impact. However, another aspect that stands out to candidates is the clear opportunities for professional growth and development. In addition, a competitive salary and benefits package, a positive work environment—both in terms of organizational climate and work-life balance—flexibility, and support for well-being are all factors to be taken into consideration [32].

Then, there are other elements that stand out more or less depending on the type of candidate, such as diversity and inclusion, where organizations promote equal opportunities, innovation, and those that seek constant evolution. Finally, there are organizations that defend great causes and values, such as sustainability and social responsibility, among others.

All of these factors can influence potential candidates to join the organization, but for this to happen, it is not enough to say or do it; it must also be communicated both internally and externally [32].

Nowadays, with the ease of online recruitment, it is important to remember that quantity does not mean quality and, therefore, in the talent attraction process, the focus should be solely on the candidate's characteristics and values [49].

Organizational attractiveness can influence the quality of the work performed, the organizational environment, as well as the image it conveys to the outside world; hence, the importance of attracting an audience that aligns with the company's culture [50].

3. Methodology

3.1. Objectives and Methods

After researching and analyzing the different concepts added to the study, it was understood that there was a need to investigate the internal image of CCAM and the level of satisfaction of its employees regarding certain aspects related to value propositions by the employer. In this context, a qualitative approach was chosen in order to understand behaviors and obtain perspectives from the study group.

Thus, the aim was to understand whether the image that CCAM transmits is unattractive because the work environment is also unattractive, or whether the problem lies in the way it communicates.

Based on Varela [51] a reference was sought that would meet the realities of this study. It was composed of 7 closed questions and 19 sentences for scale application, where the Likert [52] scale was used for levels of agreement and importance, with the lowest value being number 1 and the highest being 5.

The sample of the present study consisted of 75 individuals, of whom 40% belonged to CCAM do Sotavento, 34.7% to CCAM Terras do Arade, and 25.3% to CCAM de Albufeira, which is in line with the proportionality of employees belonging

to these organizations. Comprising 60% female and 40% male, in terms of education level, the majority had higher education qualifications.

Regarding ages, despite the high value in the over-50 age group, 44%, it is important to highlight that from 20 to 50, it is more balanced. This data is important to confirm that there really is more than one generation working in the same environment.

These questionnaires were conducted online through the Google Forms platform and were available to all participating CCAM employees for 15 days. To ensure that individuals felt more comfortable responding, their anonymity was guaranteed.

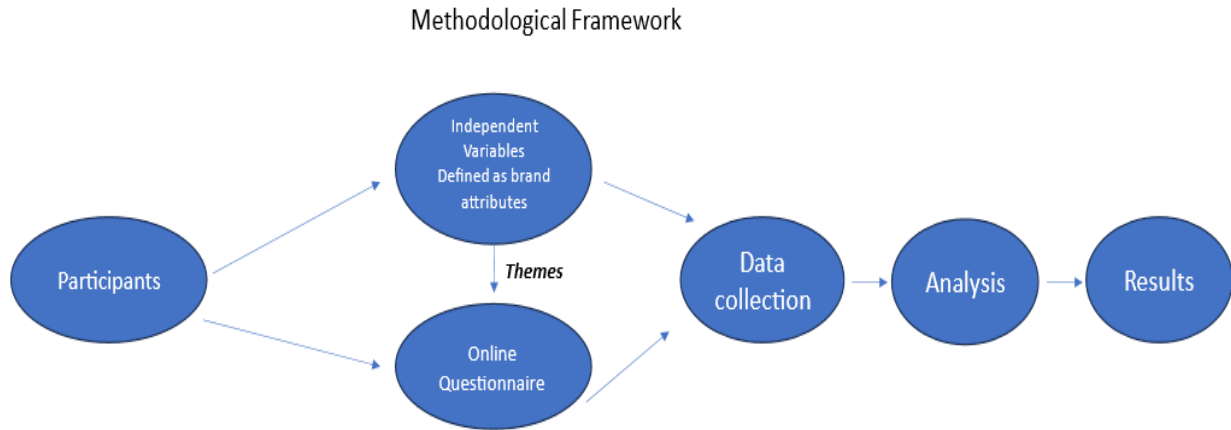


Figure 1.
Conceptual Framework.

It should be noted that the CCAMs of Albufeira, Sotavento, and Terras do Arade were asked in writing to participate in this study, to which they agreed.

The objectives, data collection procedures, and their contributions to the academic and potentially organizational environment were explained in general terms.

3.2. Data Analysis

From the group of responses, the following graphs were selected, given their relevance to this study.

In terms of communication, in relation to the issue of identity, when employees were asked whether CCAM's principles and values were communicated, the general response was that they agreed. Therefore, CCAM seeks to promote its identity internally. As can be seen in the following graph.

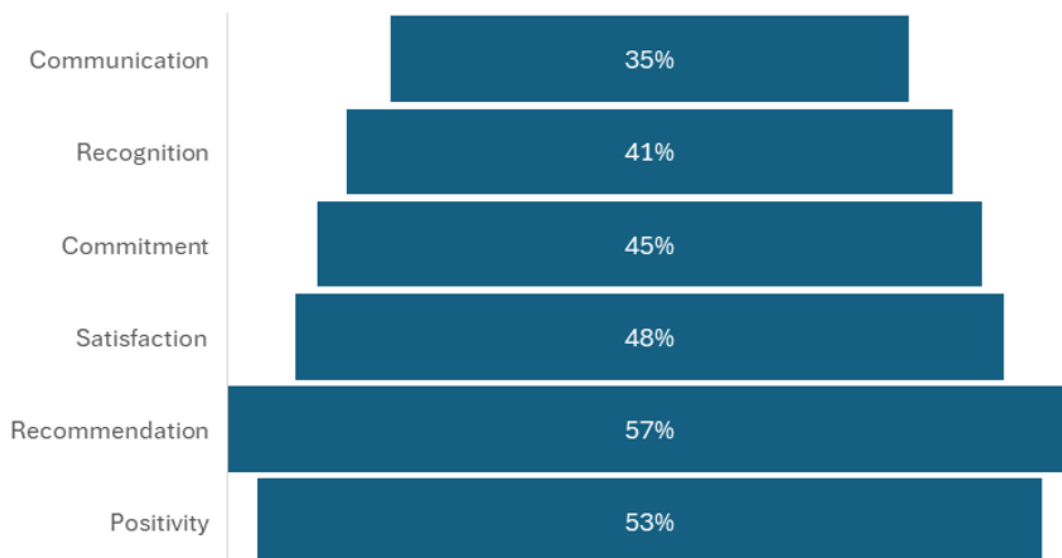


Figure 2.
Variables and influence on reputation.

Still in the area of communication, when asked if it was clear, open, and consistent, the answers were more diverse. Although 7% completely agreed, on the other side, 5% responded that they completely disagreed.

However, 35% were divided between “I agree” and “I neither agree nor disagree”. The distribution of responses is as shown in the graph below.

There may be several variables that influence this communication, such as the position held by employees, the length of time they have worked at the respective CCAM, their age, or even the fact that this communication may differ from manager to manager.

Therefore, it is believed that this point should be worked on in order to gradually improve, taking into consideration Recognition (41%) and Commitment (45%), which are interpreted as points for improvement variables.

From a job satisfaction (48%) perspective, to analyze the employee's degree of compliance with the place where they work, the employee was asked about the recognition of their CCAM and whether they are committed to maintaining it.

Regarding the recommendation of (57%) CCAM for work, a cross-reference was made between the phrase associated with the scale "Would you recommend your organization to family, friends, and acquaintances for work?" and the closed question "Would you recommend CCAM for work to someone looking for a job?".

Finally, it becomes essential to analyze the positivism (53%) that is transmitted to the general public. In this parameter, there was a high level of agreement, as can be seen in the data analysis graph.

4. Results

The following chapter aims to establish a connection between scientific theoretical research and data resulting from research carried out in the participating CCAMs. Subsequently, intervention proposals are presented in order to combat the attractiveness difficulties described in the introductory chapter.

4.1. Discussion of Results

We don't all have the same vision for a great job. This can be shaped according to our culture, our experiences, and perspectives. In this sense, given the diversity of generations and ages present in the organizations studied, it becomes essential to adapt the reward systems and the form of communication according to the target audience.

The data analyzed above suggests that overall employee satisfaction is positive; they feel good about GCA. It is therefore understood that there are organizational attributes that please employees, but this does not mean that their employers are not seeking continuous improvement.

For the development of a successful company, it is known that the way you communicate internally and externally influences your organizational culture and image. The data suggest that communication is not perfect internally, but when we cross-reference this information with satisfaction, internal communication becomes less expressive. Therefore, it can be inferred that the problem essentially focuses on the way these entities communicate with the outside world.

Although this study focuses on organizational attractiveness in the context of recruitment, it is important to emphasize that you cannot communicate with your target audience only when you intend to place a recruitment advertisement, as the correlation between variables can provide us with some ideas about an action plan.

Table 1.
Correlation Matrix.

Correlation Matrix							
Variables/Scores		VAR (1)	VAR (2)	VAR (3)	VAR (4)	VAR (5)	VAR (6)
Communication (1)	R - Pearson	---					
	N	---					
	p - value	---					
Recognition (2)	R - Pearson	0.637	---				
	N	75	---				
	p - value	0.0001	---				
Commitment (3)	R - Pearson	0.737	0.851	---			
	N	60	75	---			
	p - value	0.0001	0.0001	---			
Satisfaction (4)	R - Pearson	0.503	0.553	0.657	---		
	N	75	75	75	---		
	p - value	0.0001	0.0001	0.0001	---		
Recommendation (5)	R - Pearson	0.503	0.771	0.765	0.629	---	
	N	75	75	75	75	---	
	p - value	0.0001	0.0001	0.0001	0.0001	---	
Positivity (6)	R - Pearson	-0.062	-0.025	-0.055	-0.020	-0.009	---
	N	75	75	75	75	75	---
	p - value	0.6318	0.8458	0.6689	0.8747	0.9468	---

The image you convey as an employer is not built overnight; it is achieved progressively. Therefore, internally, care must be taken to maintain employee motivation and efficient, adapted communication.

And externally, to make the organization known, its organizational culture, what distinguishes it from other competitors, with means appropriate to the generations it intends to reach, on an ongoing basis. Entities must therefore work together with their employees to develop a strong and attractive employer brand; the correlation between variables is mainly positive, except for the positive thinking of the employees.

4.2. Intervention Proposals

Based on the foundation developed in this study, suggestions for organizational intervention proposals follow.

Since employees are the first to promote a strong employer brand, an intervention is suggested with a view to internal improvement. The aim is to ensure that employees of organizations continue to feel better and better about their organization. A continuous commitment to a diverse and integrated reward system, adapted to the needs of your employees, leads to a better working environment and higher levels of motivation. The results are positive publicity about the entity for which they work and increased productivity.

In a long-term targeted intervention, the proposal involves strengthening the organization's identity. Cultivating a strong image is a short-, medium-, and long-term strategy. The aim is to reach generations currently able to work, but also future generations. The goal is to communicate with the public on an ongoing basis and not just when you want to recruit or advertise products and services.

In the case of Rural Credit, it is known that they have considerably strong points that differentiate them from the competition. The CA has in its genesis the goal of contributing to the economic and social progress of both the most populated and the least populated regions. It seeks to be close to its audience, breaking the elite distance of a banking entity while always maintaining its rigor and professionalism. Furthermore, unlike other banks in the sector, its decentralization of decision-making centers allows it to provide a greater range of functions and positions in regions outside of large urban centers.

This rich identity that GCA has of proximity, operating in smaller communities, supporting social and cultural entities, among others, must be presented. Nowadays, with globalization and technological advancements, there are countless tools for these entities to express themselves to the world. In this sense, below are some options that could help promote a strong employer brand.

- **Social Networks** – They are a world of interactions and information sharing, where you can reach many people with just a click away. More and more companies are betting on the dissemination of content through these platforms. We know there are many options, but it is important to diversify communication channels. Whether through images, phrases, or videos, it is possible, through social networks, to promote an entity without damaging its prestige and reputation.

Although these platforms can also be used to place recruitment advertisements, the aim of this proposal, once again, is to mark the presence, make known what CA is, and publicize the advantages of working there. Always from a broad perspective, that is, reaching potential candidates now and in the future.

- **Schools and Universities** – This is where the next generations of potential employees will emerge. Therefore, it is essential that they grow up with an understanding of what a bank is and its importance to the population.

With dynamic sessions adapted to age, for example, it is possible to go from teaching how to save, using a piggy bank, to an introduction to more sophisticated and diversified investments. In addition to brief financial notions, the idea is to show what the bank offers both in terms of products and services, as well as all the work carried out behind these. However, it is essential to mention the mission and values of CCAM.

Within universities, investment should also be made in creating protocols and publicizing the internship programs that the GCA already has. Although the CCAMs in this study are from the Algarve, this does not imply that the universities implementing these proposals are only from the Algarve, as there are many students leaving the region to study higher education courses that fall within the banking sector. In this sense, it must be a measure worked on and implemented as a group; that is, all CCAMs must be present in universities to promote the CA brand.

- **Job Fairs** – These are places that bring together different employers to enhance their organizational cultures and the available employment and career opportunities. They provide a simple and direct method of interaction between candidates and recruiters. These events are rich environments for promoting the employer brand, as individuals seeking jobs pass through, as well as those looking for something different from what they currently have. In addition to attracting potential collaborators, it is always an opportunity to make your presence felt and showcase what CA is all about.

In all these options and proposals, the main objective is to foster a strong image of Rural Credit, which inspires confidence, provides opportunities, and values excellence.

5. Conclusion

For a company to achieve success and competitive advantage, it is essential to have and attract good professionals. It is a challenge; therefore, it is essential to be able to transmit the organizational culture and identity [53]. However, it is important that this culture promotes values such as justice, trust, and respect for a pleasant and motivating work environment [54].

In this sense, employers must be careful to maintain a high level of job satisfaction and seek to implement effective strategies to attract new employees.

This study began by understanding the recruitment difficulties that CCAMs are experiencing when it comes to attracting the right people to the right place. Through exploratory analysis and internal research, two axes emerged, one of which is related to job satisfaction (internal level) and the other to the means of dissemination. It was understood that internally, there are possibilities for improvement, and a commitment to benefits adapted to employees is suggested. However, this was not a point detailed in this work, and the suggestion remains open for future study. Likewise, there is a line of possible study regarding the specificity of the region in which the CCAMs participating in the project are located. The use of Place Branding together with Employer Branding could be the way to position the Algarve as a means of attraction in a recruitment process. However, the focus of this study followed the communication aspect, seeking proposals to create and promote an employer

of excellence. Not ruling out the fact that a pleasant working environment and rewards for the work carried out also contribute to the growth of this image.

Caixa Agrícola already has a strong identity; in this sense, the proposals were essentially to make it more dynamic, taking advantage of technological means as well as traditional ones, where personal contact is prioritized.

Regarding the weaknesses of this study, given the time limitations, the questionnaires were only carried out internally, that is, to employees of the participating CCAMs. However, there was the prospect of creating another questionnaire that would be adjusted to the target recruitment audience. Here, the intention would be to understand why CA is not an option to work with. However, the idea remains open for a new, more detailed study.

Despite being a private study, this type of research helps entities understand their reality in relation to HR. The creation of protocols with universities may include research projects, not just internship programs.

In short, it is important to promote products and services, but what is a company without employees? Human resources are essential to the life of an organization. Hence, the relevance of studying the power of the organizational image in recruitment processes.

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