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Recruiting for the Long Term: Employer Branding and Employer Attractiveness

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Employer Branding and Employer Attractiveness



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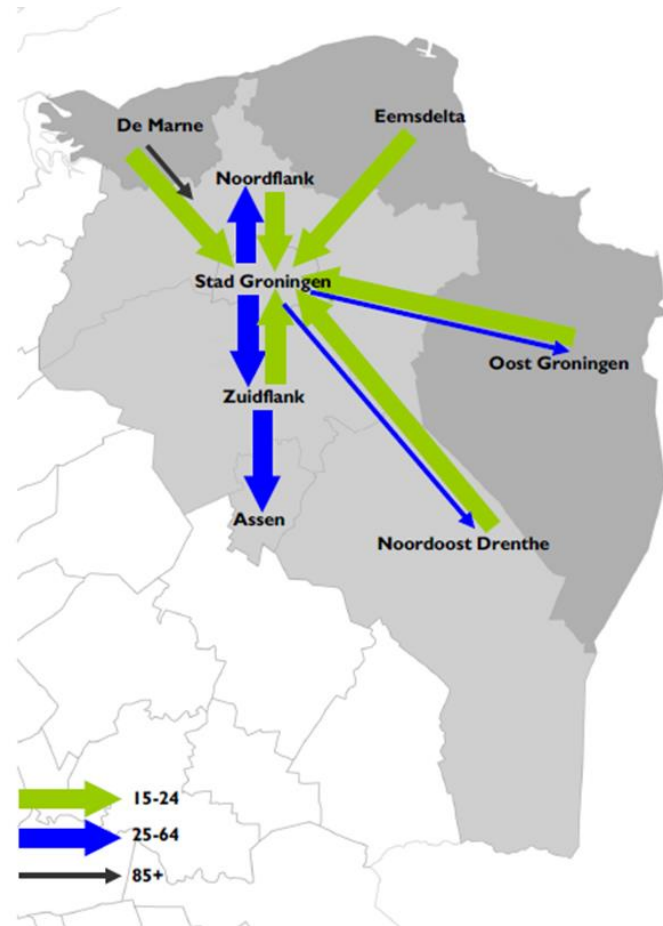
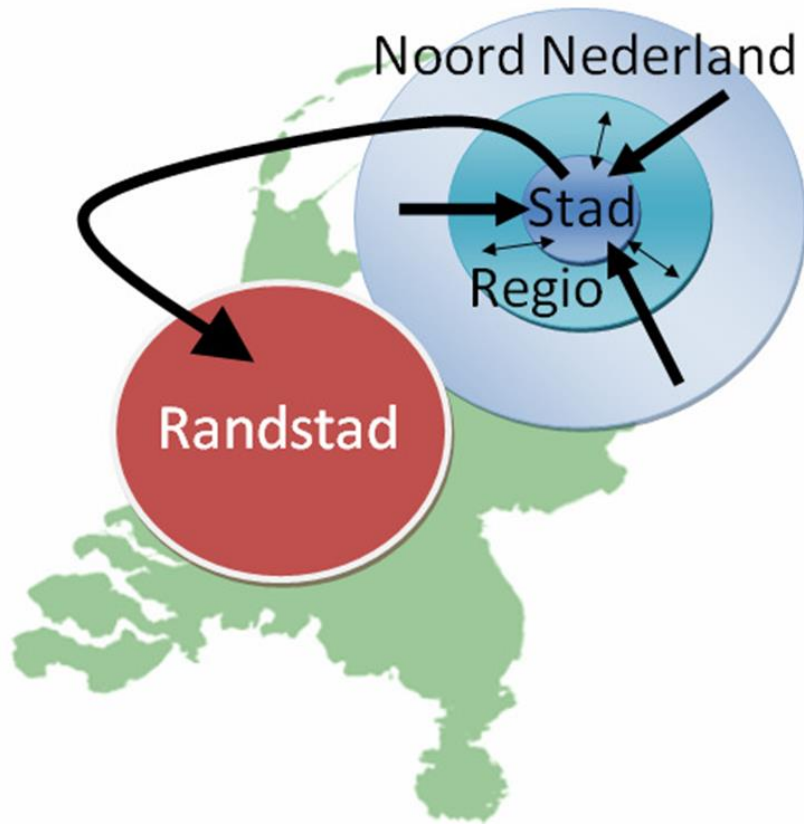
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Context

- **Run for talent** -- competition to attract the best employees
- **Turn over** of employees
- **Regional image** issues
- (Potential) **employees** – an important **stakeholder**



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- Empirical studies needed – why and when is EB effective?
- Organizational fit: values of employees vs. organizational values
- Uncovering interaction effects in the relationship of organizations and their employees
- Pre-existent preferences towards EB attributes differ



“building an identifiable and unique identity”
(Backhaus and Tikoo, 2004) and *“the development of organization’s unique and attractive image and reputation as an employer”* (Silvertzen et al., 2013).

- Pre-existent employee preferences matter and can shed light on the relationship between EB and employer attractiveness.
- A tailored effect of EB in combination with a pre-existent preference would work differently than an EB approach used regardless of previous preferences.



Conceptual Model

RQ: To what extent does employer branding contribute to employer attractiveness and how is this relationship moderated by prior preference for a location of potential employees?

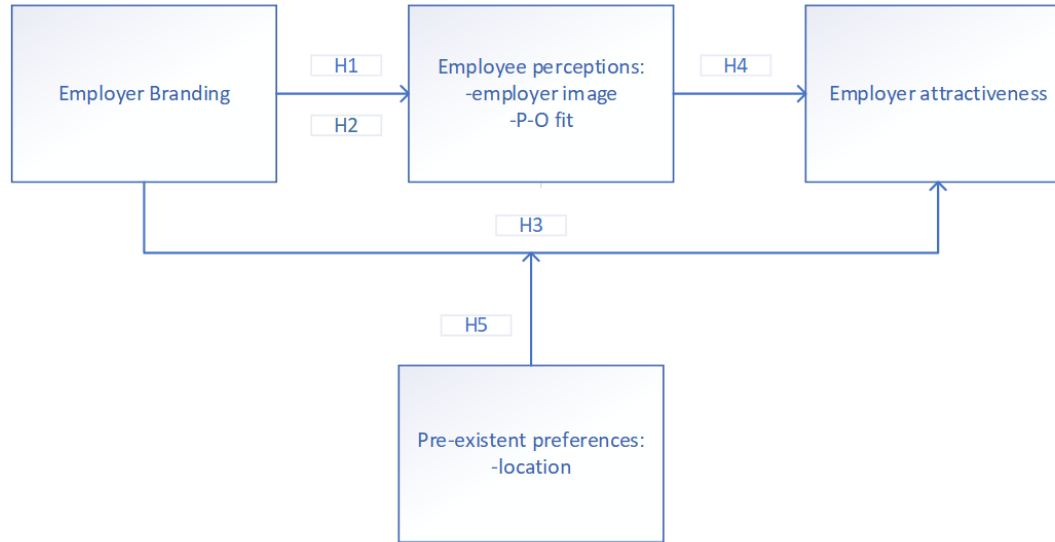


Figure 1: Conceptual model

Hypotheses

- H1: The use of **employer branding in recruitment communication** as a source of information on organizational values is positively related to **employee's perception of employer image**.
- H2: The use of **employer branding in recruitment communication** as a source of information on employer benefits is positively related to **employee's perception of P-O fit**.
- H3: The use of **employer branding in recruitment communication** is positively related to **employer attractiveness**.
- H4: The use of **employer branding in recruitment communication** is positively related to employer attractiveness because of a **change in employer image and P-O fit**.
- H5: The **strength of the direct relationship between employer branding in recruitment communication and employer attractiveness** depends on the preference for location of potential employees.



Method

- Online **survey with an experiment**
- Among 1115 final-year students (289 respondents)
- 2 by 2 design: **branded** and **non-branded** version of a vacancy
- Concept measurement – **validated indices** on a 7-point Likert scale
- Nr. of **statements** – agree/disagree

		Region	
		Amsterdam	Groningen
Branding	Non-Employer Branding	1	3
	Branding	2	4

Table 1 - Experimental design

Results & Implications

- Main effects not supported
- No evidence that EB in vacancy texts has a positive effect on organizational attractiveness
- Location of the company in combination with EB in the vacancies played a role in improving employer attractiveness
- Providing managers with a guide on how to influence employer attractiveness through EB
- Regional image building & labor market perspective enrich EB

Main Conclusions

- EB - successful strategy for organizations in the war for talent, if a **branded identity in combination with an emphasis on the location** of the organization is applied.
- Potential employees **who have a predisposition towards a location** are likely to be **more easily influenced by EB** and see these employers as attractive.
- Companies can **either target their information** towards potential employees who already decided to stay in the region or **nudge them to come to the region** (place branding).
- **More targeted approach** towards certain job seekers **rather than a general catch-all EB strategy** would be more effective

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Thank you for your attention

Your suggestions are welcome!



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