

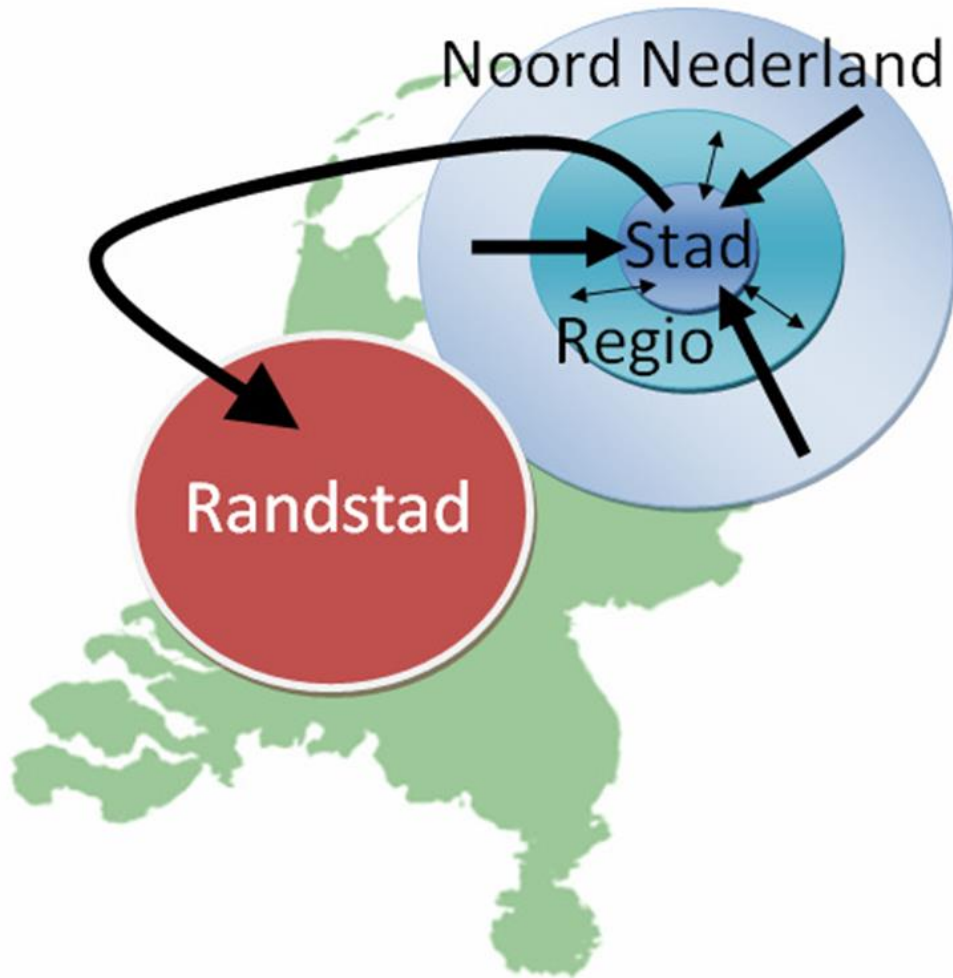
Employer Branding and Employer Attractiveness



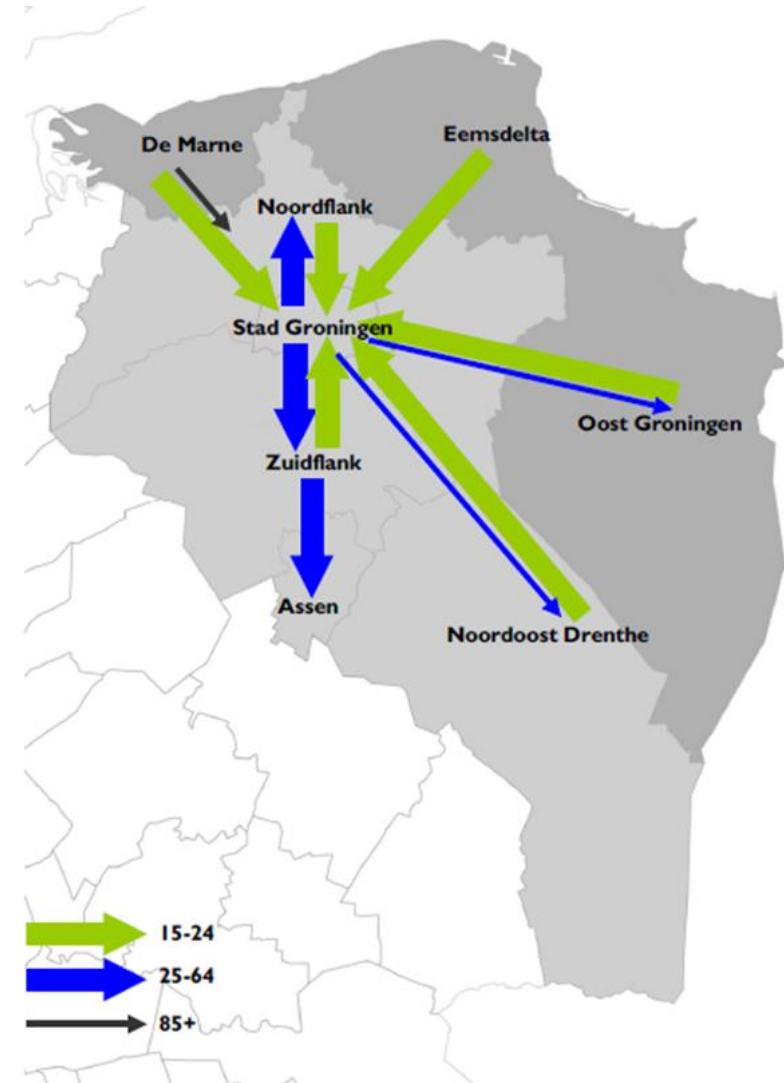
Context

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





Talent in the Region, 2019





Groningen city - Credit: [frans_blok_3develop](#) / DepositPhotos - License: [DepositPhotos](#)

BUSINESS HEALTHY CITY INDEX ARCADIS CLIMATE CHANGE HOUSING SHORTAGE

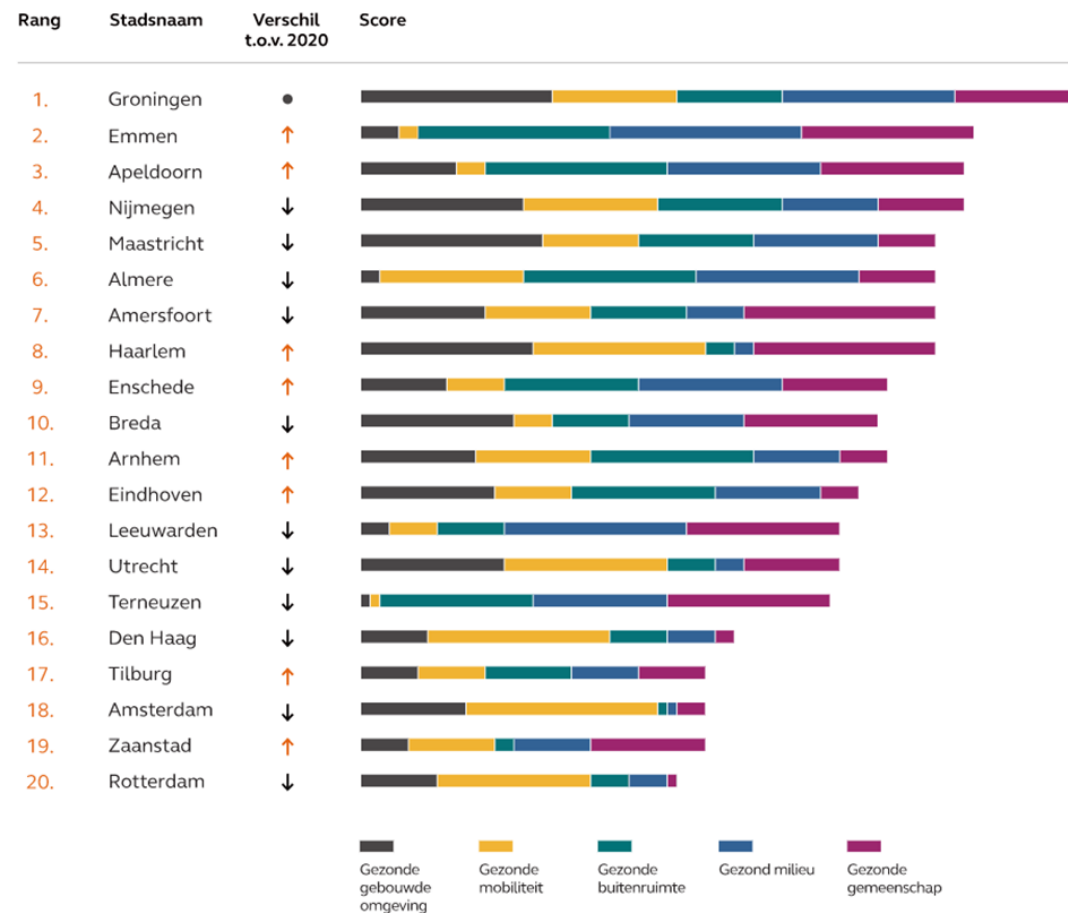
MONDAY, 21 NOVEMBER 2022 - 11:20



Groningen healthiest city in Netherlands, Rotterdam least healthy: Arcadis

Groningen is the healthiest of the 20 largest cities in the Netherlands, Arcadis said in its [Healthy Cities Index](#) for 2022. Rotterdam is at the bottom of the list. Dutch cities have become "healthier" over the past two years, but climate change and the housing crisis threaten their progress.

Arcadis assessed 25 Dutch cities' health based on various criteria in five categories, including green areas, bicycle friendliness, air quality, residents' sense of security and well-being, and access to facilities.



- 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 preference for location 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?

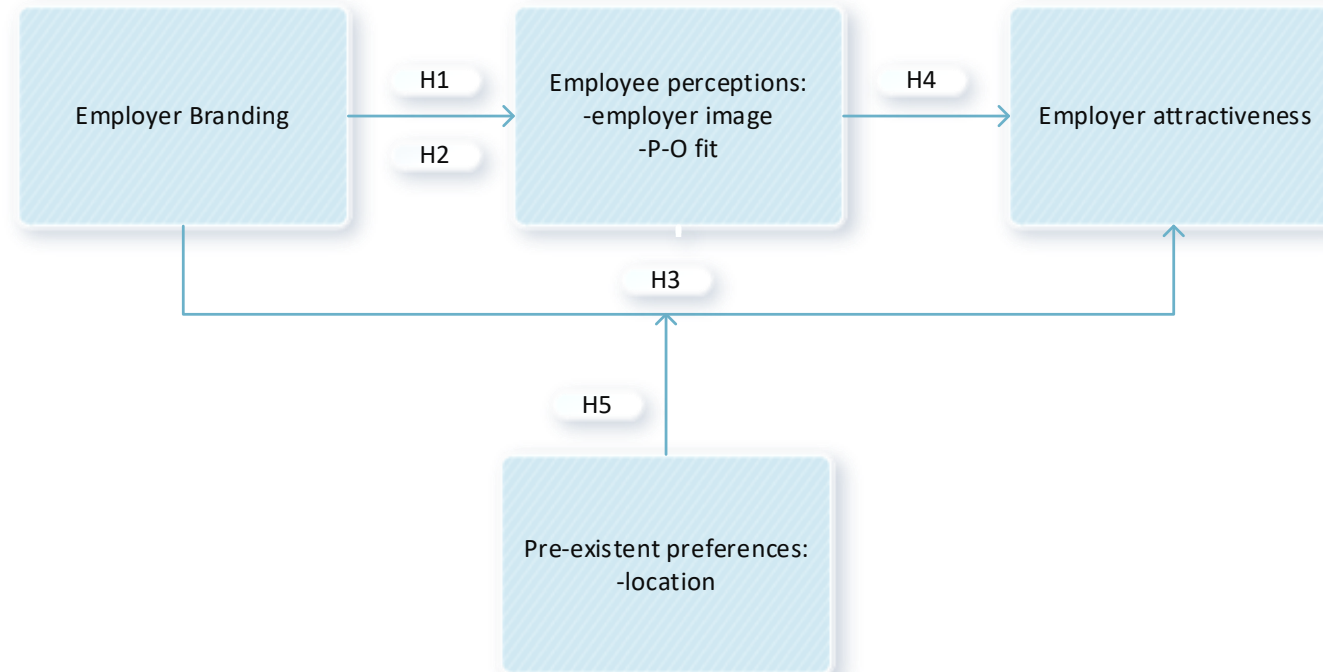


Figure 1: Conceptual model

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

		Location	
		Amsterdam	Groningen
Branding	Non-Employer	1	3
	Branding		
	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

Factor Analysis Perceived Employer Image



Main Conclusions

- Potential employees who have a predisposition towards a location are likely to be more easily influenced by EB and see these employers as attractive.
- EB - successful strategy for organizations in the run for talent, if a branded identity in combination with an emphasis on the location of the organization is applied.
- 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.

What About Organizations Seeking Talent?

Sneak peek Into Results on Vacancy Texts

Antonia Z. Hein, Wim J.L. Elving, Sierdjan Koster, Arjen Edzes



Aim

- IF and HOW organizations apply **Employer Branding** differently in different contexts
- Different **industries** and different **national cultures**
- **Communicate org. values** to potential employees



Method

- Quantitative content analysis
- 102 Dutch vacancies from the North (IT, Energy, Healthcare)
- 102 from comparable regions abroad (Germany, Bulgaria)
- Posted on leading recruitment sites
- Sample – equal amount in each industry and country
- Emerging coding: level 1 and 2

Coding level 1	Descriptors level 2 coding
Identity	Core values, mission, vision, characteristics
Culture	Work environment, team, norms =Dynamic, creative, involved; benefits=safety and inclusion
Image/Reputation	Image (outside in)
USP/uniqueness	Unique selling point, Employer Value Proposition
Training & Development	Training, development
CSR	Ethical, environmental responsibility, purpose

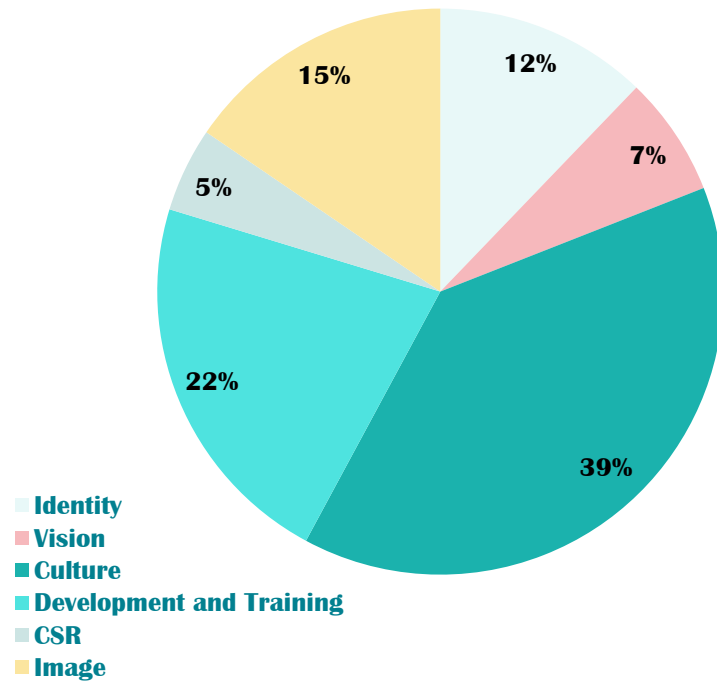
Table 1 – Coding Scheme

Results & Implications

- Highest frequency: administrative information & requirements candidates
- Distinctive characteristics or phrases which present a USP were coded the least
- Core values and history - low
- Energy and healthcare – factual information
- CSR – low frequency in all industries (although it is said to attract young people)
- EB cues in the right language nuances can enrich vacancies

Comparison

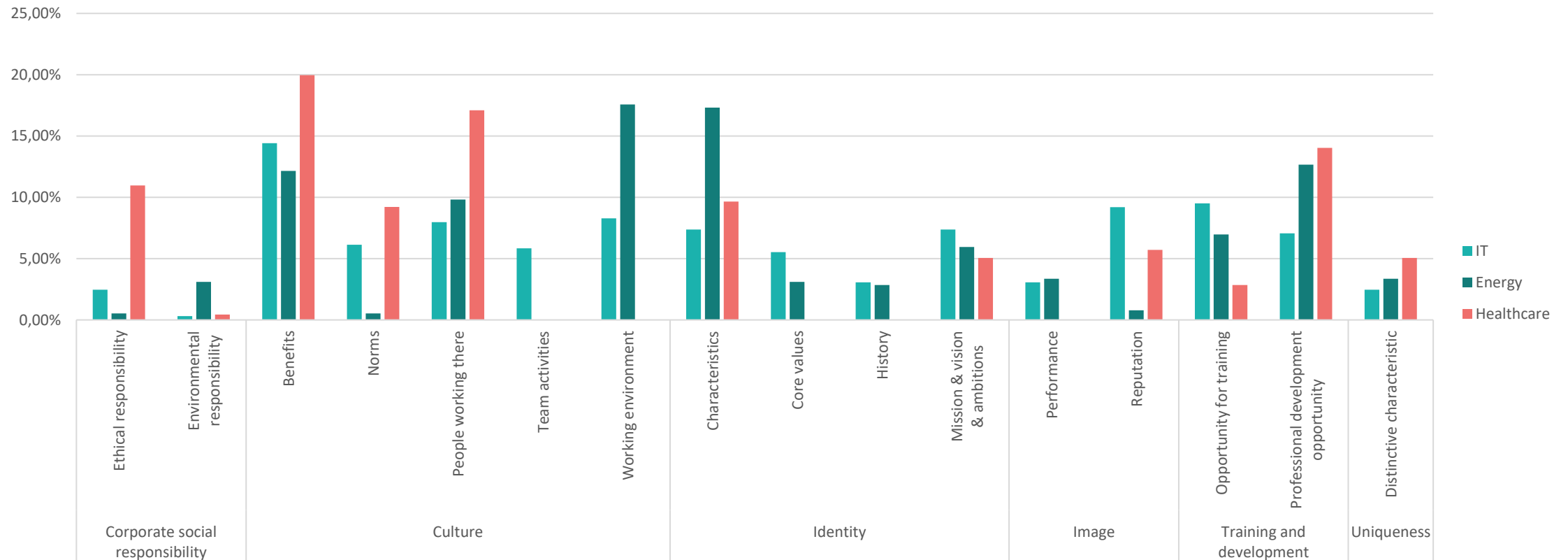
CONTENT ANALYSIS OF VACANCIES FROM THE NORTH



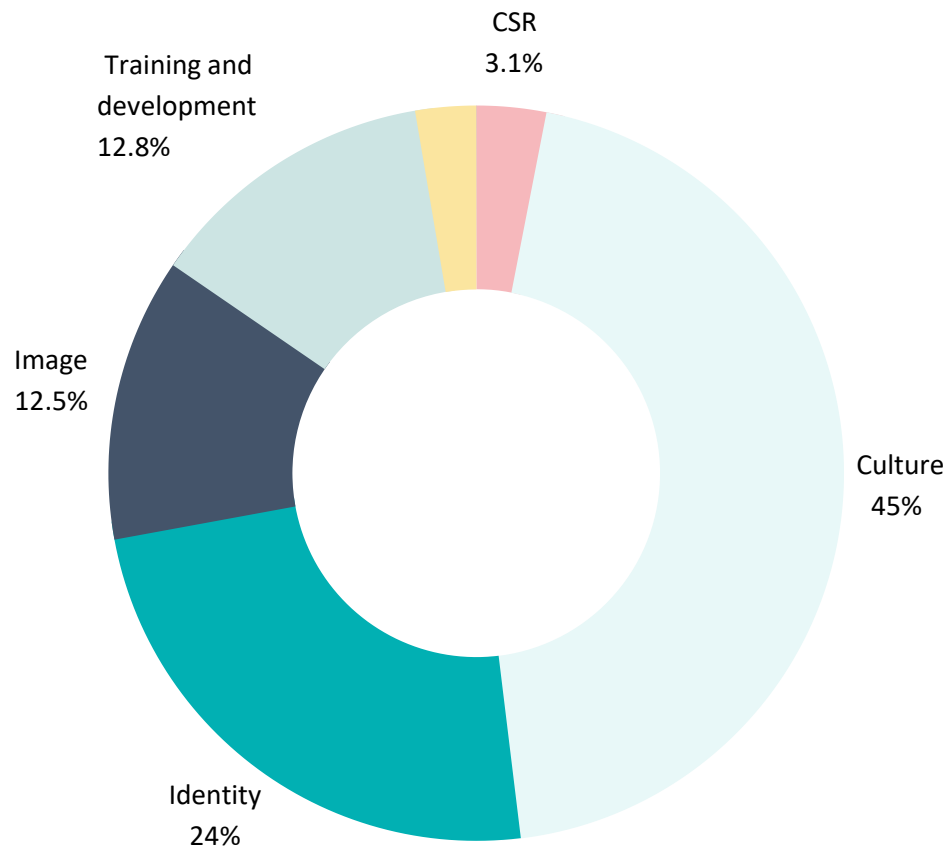
IT	Energy	Healthcare
› Global	› Classic	› Procedural
› Outgoing (extras about the office, social events, outings)	› Traditional framing	› Longer texts
› Characteristics – business terms, company specializations and value	› Factual on characteristics	› Variety of structures and contexts, no consistency with corporate branding
› Image- leadership, partners and clients	› Hardly any image and reputation	› Characteristics - Location important (focus on family members)
› Benefits and career growth emphasized	› Benefits and professional development emphasized	› Benefits and professional development emphasized
› People and norms (freedom, flexibility, challenge boldly stated)	› Interesting terms mentioned: Feeling home, Fun, Employee makes impact (working culture)	› No core values or history
		› Expertise in people working there

Comparison IT/Energy/Healthcare

The Netherlands



Example Country Comparison (IT)



NL	BG
transport allowances	additional healthcare, sport and wellness
fun and pleasant working environment	friendly working environment
training from the company	training from the company
independence and challenge	independence and work-life balance
social, helpful, and diverse team with a lot of activities together	social, outgoing, talented, helpful, and diverse
more emphasis on the technology of the company and the company performance	emphasis on the company as a leader and its partners and clients

Overall Take-aways

- Vacancies with EB cues – LANGUAGE matters + VISUALS matter– impression of an organization
- Internal and external alignment – COMBINED WITH walking the talk
- Activating an employer brand lies WITHIN the organization
- Need to connect, create BRAND AMBASSADORS
- Strategic role of Employee Communication – holistic positive employee experience – PURPOSE and PASSION
- INTERCULTURAL Communication – HOW to use EB



What is Your Take?

What is Your Take?
Value to YOUR Profession?
Role of Communication
Multidisciplinary Alignment
(10 min)

Thank you for your attention

Your suggestions are welcome!



a.hein@pl.hanze.nl



w.j.l.elving@pl.hanze.nl



sierdjan.koster@rug.nl



a.j.e.edzes@pl.hanze.nl



The illustration depicts two individuals, a woman with red hair in a yellow shirt and a man with black hair in a dark grey shirt, standing on a light blue ledge and looking out over a stylized cityscape. The city features various blue and teal buildings, some with curved roofs, and a path of yellow rectangular blocks leading towards the horizon. The sky is white with a few light yellow clouds. In the center, a circular logo with a dashed border contains the text 'Talent' in large teal letters and 'in de regio' in smaller teal letters below it.

Talent in de regio



university of
 groningen



Hanzehogeschool
 Groningen
 University of Applied Sciences