Employer Brand Equity and Recruitment Research

Christopher J. Collins and Adam M. Kanar

Abstract.

Employer brands are one tool that scholars and the popular press have increasingly pointed to as a means for companies to differentiate themselves and gain a competitive advantage in attracting talent. This chapter explores the emerging literature on employer brands and employer brand equity and proposes future research directions. It first reviews key concepts from consumer brand equity to provide theoretical background from marketing. Second, it connects these concepts with the extant literatures on decision making and job search and choice to identify how employer brands may affect individuals who may be either actively or passively searching for new jobs. Third, based on research and theories from the literatures on marketing and recruitment, it identifies how firms can effectively develop strong employer brands that help to attract talent to the organization. Finally, this chapter proposes future research drawing from a constructive choice-goals framework that may continue to build our knowledge in the area of employer brands and applicant attraction.

Key Words: employer brand equity, employer brands, job search, marketing recruitment

Organizations are finding it increasingly difficult to source new employees to fill critical roles necessary to meet the new sales growth projections, a human resources problem so severe that it has often been dubbed the "war for talent" by the media. Nowhere is this shortage felt more than in the battle for knowledge workers, those employees with the education and computer skills that drive organizational innovation and performance in the new economy (Collins & Stevens, 2002). With national economies returning to growth, increased employment opportunities have also made it difficult for these same firms to retain their current employees, creating more job openings to be filled by individuals from outside the company. However, the improving economy may paint only part of the picture in the war for talent. Changes in demographics, including retirement of baby boomen and a smaller number of potential employees in the succeeding generations, will also

make it more difficult for companies to find and attract new workers to fill job vacancies (Collins & Seevens, 2002).

Although macroeconomic factors are part of the issue, changing sociocultural factors may also contribute to a need for companies to search for more external takent. For example, namover has increased because of changes in individuals' attitudes toward work and commitment to a single company. As a reaction to layoffs and the changing nature of staffing (e.g., increased use of temporary and contractual labor), people have become more concerned with managing their own careers and growth opportunities and less so about the security of lifetime employment with a single firm (Cappelli, 1999). Individuals increasingly look to opportunities both within and outside their current employers to advance their skills and improve their individual marketability. Thus, firms are seeking competitive advantages in their battle both to attract new

The Oxford Handbook Of Recruitment

Wayne F. Cascio, Herman Aguinis

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The Oxford Handbook of Recruitment Kang Yang Trevor Yu, PhD, Daniel M. Cable, PhD, 2014 This handbook includes the most up to date evidence based and comprehensive coverage of recruitment and retention as written by the top leaders The Oxford Handbook of Personnel Assessment and Selection Neal of recruitment research in the world Schmitt, 2012-03-28 Employee selection has long stood at the practical forefront of industrial organizational psychology Today's social business and economic climates require ongoing adaptations by those who select organizations personnel and research on the topic helps gauge the impact of these adaptations and their implications for human performance and potential The Oxford Handbook of Personnel Assessment and Selection codifies the wealth of new research surrounding employee selection web based assessments social networking globalization of organizations situating them alongside more traditional practices to establish the best and most relevant research for both professionals and academics Comprising chapters from authors in both the private sector and academia this volume is organized into seven parts 1 historical and social context of the field of assessment and selection 2 research strategies 3 individual difference constructs that underlie effective performance 4 measures of predictor constructs 5 employee performance and outcome assessment 6 societal and organizational constraints on selection practice and 7 implementation and sustainability of selection systems While providing a comprehensive review of current research and practice the purpose of this handbook is to provide an up to date profile of each of the areas addressed and highlight current guestions that deserve additional attention from researchers and practitioners This compendium is essential reading for industrial organizational psychologists and human resource managers

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topics for further investigation

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