

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 boomers 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 & Stevens, 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 talent. For example, turnover 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

Neal Schmitt



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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 of recruitment research in the world

The Oxford Handbook of Personnel Assessment and Selection Neal 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 questions that deserve additional attention from researchers and practitioners This compendium is essential reading for industrial organizational psychologists and human resource managers

The ^AOxford Handbook of Education and Training in Professional Psychology W. Brad Johnson Ph.D., Nadine Kaslow Ph.D., 2014-03-11 The Oxford Handbook of Education and Training in Professional Psychology provides the first comprehensive treatment of the processes and current state of the art practices bearing on educating and training professional psychologists

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Human Resources for the Non-HR Manager Carol T. Kulik, Elissa L. Perry, 2023-05-02 Human Resources for the Non HR Manager gives every manager regardless of their functional role access to cutting edge research and evidence based recommendations so they can approach their people management responsibilities with confidence Day to day people management is increasingly the responsibility of front line managers not HR professionals But managers are often poorly prepared for these responsibilities they receive little training and sometimes have little interest in HR People management is never easy and it is particularly challenging in COVID 19 s next normal workplace where managers must engage diverse employees across a wide range of working arrangements This book focuses on the special relationship that line managers have with their employees and describes managers responsibilities across the entire employee lifecycle from front end recruiting and hiring through to long term retention The content is grounded in rigorous academic research but the book s

conversational tone conveys basic principles without technical jargon Each chapter includes Manager's Checkpoints to help readers apply the material to their own workplace and Manager's Knots that address gray areas inherent in people management The book is designed for any reader currently working as a line manager or aspiring to a managerial role who wants to improve their people management skills Combined with a complete instructor package the book provides different types of activities to accompany each chapter Some Assembly Required In the News and Undercover Manager The activities can be found in the Instructor Resources Download Hub and are designed to align with student cohorts with varying levels of experience

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The Oxford Handbook of Political Participation Marco Giugni, Maria Grasso, 2022 The Oxford Handbook of Political Participation provides readers with up to date knowledge on the wide ranging topics covered in this field and considers the key theoretical and methodological pluralism in the area as well the most recent developments One of the aims of this Handbook is to bring together two research traditions from political science and sociology bridging research in political sociology and social movement studies Accordingly the Handbook mainly brings together authors coming from both the politics and sociology research traditions as well as key authors working on political participation coming also from other fields such as psychology economics

anthropology and geography The volume provides the first comprehensive up to date treatment of political participation in all of its varied expression it covers a wide range of topics relating to the study of political participation both from a theoretical and methodological perspective it brings together the political science and political sociology tradition on the one hand and the social movement sociological tradition on the other it is sensitive to theoretical and methodological pluralism as well as the most recent developments in the field and includes discussions combining perspectives that have traditionally been treated separately in the literature as well as discussions of current trends and future directions for research in this field

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Companion to Nonprofit Management Helmut Anheier, Stefan Toepler, 2020-04-08 Over the past three decades or so the nonprofit voluntary or third sector has undergone a major transformation from a small cottage industry to a major economic force in virtually every part of the developed world as well as elsewhere around the globe Nonprofit organizations are now major providers of public services working in close cooperation with governments at all levels and increasingly find themselves in competition with commercial firms across various social marketplaces This transformation has come with ever increasing demands for enhancing the organizational capacities and professionalizing the management of nonprofit institutions The Routledge Companion to Nonprofit Management is the first internationally focused effort to capture the full breadth of current nonprofit management research and knowledge that has arisen in response to these developments With newly commissioned contributions from an international set of scholars at the forefront of nonprofit management research this volume provides a thorough overview of the most current management thinking in this field It contextualizes nonprofit management globally provides an extensive introduction to key management functions core revenue sources and the

emerging social enterprise space and raises a number of emerging topics and issues that will shape nonprofit management in future decades As graduate programs continue to evolve to serve the training needs in the field The Routledge Companion to Nonprofit Management is an essential reference and resource for graduate students researchers and practitioners interested in a deeper understanding of the operation of the nonprofit sector *Contemporary Human Resource Management* Adrian Wilkinson,Tony Dundon,Edward Yates,2025-01-08 Written by experts in the field the seventh edition of this well established book provides a critical and academically rigorous exploration of the key functions practices and issues in HRM today The first part of Contemporary Human Resource Management covers fundamental HRM practices while the second half examines contemporary themes and issues such as technology and climate change The book contains over 50 thought provoking case studies showing you how theory relates to real world examples This substantially revised seventh edition includes three completely new chapters and case studies on Remote working New technologies Social media Adrian Wilkinson is Professor of Employment Relations and Human Resource Management at Griffith University and Visiting Professor at the University of Sheffield Tony Dundon is Professor of HRM and Employment Relations at Kemmy Business School University of Limerick and Visiting Professor at the Work and Equalities Institute University of Manchester Edward Yates is a Lecturer in Employment Relations and Human Resource Management at the University of Sheffield Human Resource Management Jean M. Phillips,2025-01-07 Human Resource Management An Applied Approach is designed to prepare future managers and non managers alike to effectively utilize human resource management strategies to advance their own careers while supporting the growth and development of those they manage *The Routledge Companion to Talent Management* Ibraiz Tarique,2021-08-19 The field of Talent Management has grown and advanced exponentially over the past several years as organizations large and small public and private global and domestic have realized that to gain and sustain a global competitive advantage they must manage their talents effectively Talent Management has become a major theoretical and empirical topic of intellectual curiosity from various disciplinary perspectives such as human resource management arts and entertainment management international management etc This Companion is an indispensable source that provides an authoritative in depth and comprehensive examination of emerging Talent Management topics Divided into five thematic sections that provide a unique overarching structure to organize forty one chapters written by leading and renowned international scholars this Companion assesses essential knowledge trends debates and avenues for future research in a single volume Evolution and Conceptualization of Talent Management The External Context of Talent Management The Internal Context of Talent Management Individuals Workforce and Processes of Talent Management and Outcomes of Talent Management In this way the Companion is essential reading for anyone involved in the scholarly study of Talent Management including academic researchers advanced postgraduate and graduate students and management consultants For further debate on Talent Management readers might be interested in the supplementary volume Contemporary Talent Management

A Research Companion sold separately **The Future of Local Self-Government** Tomas Bergström, Jochen Franzke, Sabine Kuhlmann, Ellen Wayenberg, 2021-01-12 This book presents new research results on the challenges of local politics in different European countries including Germany the Netherlands the Nordic countries and Switzerland together with theoretical considerations on the further development and strengthening of local self government It focuses on analyses of the most recent developments in local democracy and administration *Meeting the Challenge of Human Resource Management* Vernon D. Miller, Michael E. Gordon, 2014-07-11 While communicating is a vital skill for managers at all organizational levels and in all functional areas human resource managers are expected to be especially adept communicators given the important interpersonal component of their roles Practitioners and scholars alike stand to benefit from incorporating an updated and more nuanced view of communication theory and practice into standard human resource management practices This book compiles readings by thought leaders in human resource management and communication exploring the intersection of interests theories and perspectives from the two fields to highlight new opportunities for research and practice In addition to covering the foundations of strategic human resource management the book offers a critical review of the research literature on topics including recruitment selection performance management compensation and development uses a communication perspective to analyze the impact of corporate strategy on human resource systems investigates the key human resource management topic of the relationship between a company's human capital and its effectiveness directly discusses the implications of communication literature for human resource management practice Written at the cross section of two established and critically linked fields this book is a must have for graduate human resource management and organizational communication students as well as for high level human resource management practitioners **Internal Marketing: Issues and Perspectives for Internal Customer-Centric Management** Pantea Foroudi, Morteza Akbari, 2024-09-21 There has been a growing interest in the subject of internal marketing issues and perspectives principles foundations and concepts in recent years amongst academics and practitioners because there is a belief that successful and improvement in a competitive market gains through deliver better service to customer firstly to internal customers i.e. employees of organization and create satisfaction in them which in turn influence consumer patronage and loyalty and consumer decision making The significant role of the internal marketing is to developing and maintaining relationships with the internal stakeholders of a contemporary organisation There is an extensive belief in today's society on how the company viewed by key stakeholders such as investors and shareholders consumers and customers both internal and external members of the community and employees in which the company resides The challenge is to explore new and effective ways to harness the power of the communication opportunities it presents to engage with stakeholders in interactive immediate and innovative ways Any successful communication campaign will include them in its strategy We view the study of the relationship between internal marketing internal and external stakeholders and companies to be timely

topics for further investigation

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Table of Contents The Oxford Handbook Of Recruitment

1. Understanding the eBook The Oxford Handbook Of Recruitment
 - The Rise of Digital Reading The Oxford Handbook Of Recruitment
 - Advantages of eBooks Over Traditional Books
2. Identifying The Oxford Handbook Of Recruitment
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an The Oxford Handbook Of Recruitment
 - User-Friendly Interface
4. Exploring eBook Recommendations from The Oxford Handbook Of Recruitment
 - Personalized Recommendations

- The Oxford Handbook Of Recruitment User Reviews and Ratings
- The Oxford Handbook Of Recruitment and Bestseller Lists
- 5. Accessing The Oxford Handbook Of Recruitment Free and Paid eBooks
 - The Oxford Handbook Of Recruitment Public Domain eBooks
 - The Oxford Handbook Of Recruitment eBook Subscription Services
 - The Oxford Handbook Of Recruitment Budget-Friendly Options
- 6. Navigating The Oxford Handbook Of Recruitment eBook Formats
 - ePub, PDF, MOBI, and More
 - The Oxford Handbook Of Recruitment Compatibility with Devices
 - The Oxford Handbook Of Recruitment Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of The Oxford Handbook Of Recruitment
 - Highlighting and Note-Taking The Oxford Handbook Of Recruitment
 - Interactive Elements The Oxford Handbook Of Recruitment
- 8. Staying Engaged with The Oxford Handbook Of Recruitment
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers The Oxford Handbook Of Recruitment
- 9. Balancing eBooks and Physical Books The Oxford Handbook Of Recruitment
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection The Oxford Handbook Of Recruitment
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine The Oxford Handbook Of Recruitment
 - Setting Reading Goals The Oxford Handbook Of Recruitment
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of The Oxford Handbook Of Recruitment
 - Fact-Checking eBook Content of The Oxford Handbook Of Recruitment

- Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
- 14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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