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One Size Fits All? The Use of Employer Branding in Different Contexts

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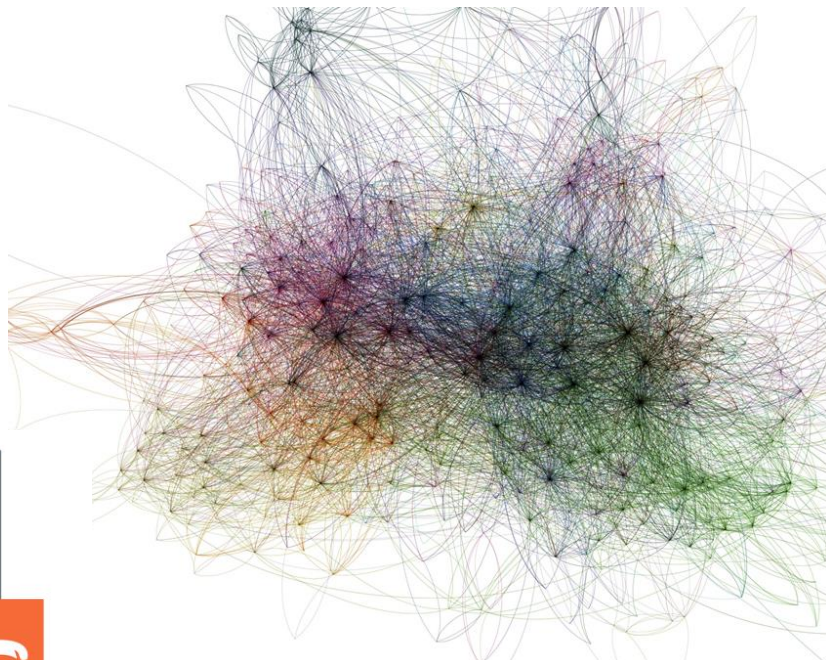
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Does Context Matter in Employer Branding?



CONTEXT

MATTERS



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Context

- **Run for talent** -- competition to attract the best employees
- **Turn over** of employees
- **Challenge for organizations** -- attract and retain employees
- (Potential) **employees** – an important **stakeholder**



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- **Studies** – EB leads to higher employer attractiveness (Gilani and Cunningham, 2017; Kalinska-Kula and Staniec, 2021)
- Limited evidence – **role of context**
- **Cultures** (Alniaçik *et al.*, 2014), **one country** (Hoye *et al.*, 2013; Sivertzen *et al.*, 2013; Purusottama and Ardianto, 2019), **literature review** (Špoljarić and Ozretić, 2023), **industry** (Wang and Tsai, 2014; Punjaisri and Wilson, 2011; Wu *et al.*, 2018; Dabirian *et al.*, 2019).

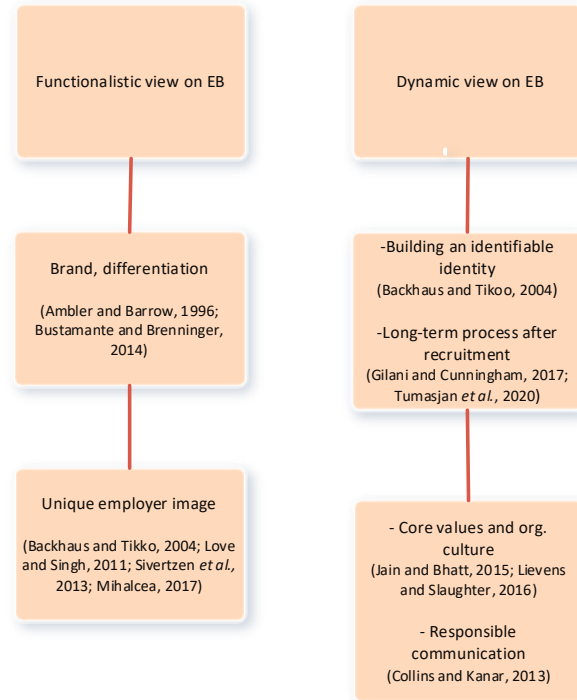


“building an identifiable and unique identity”
(Backhaus and Tikoo, 2004) and *“the development of
organization’s unique and attractive image and
reputation as an employer”* (Sivertzen *et al.*, 2013).

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Theoretical Background

RQ: In what ways does the application of EB differ across national and industry contexts?



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Method

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

<i>Coding level 1</i>	<i>Descriptors level 2 coding</i>
Identity	Core values, mission, vision, characteristics, history
Culture	Work environment, team, norms, benefits= material 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

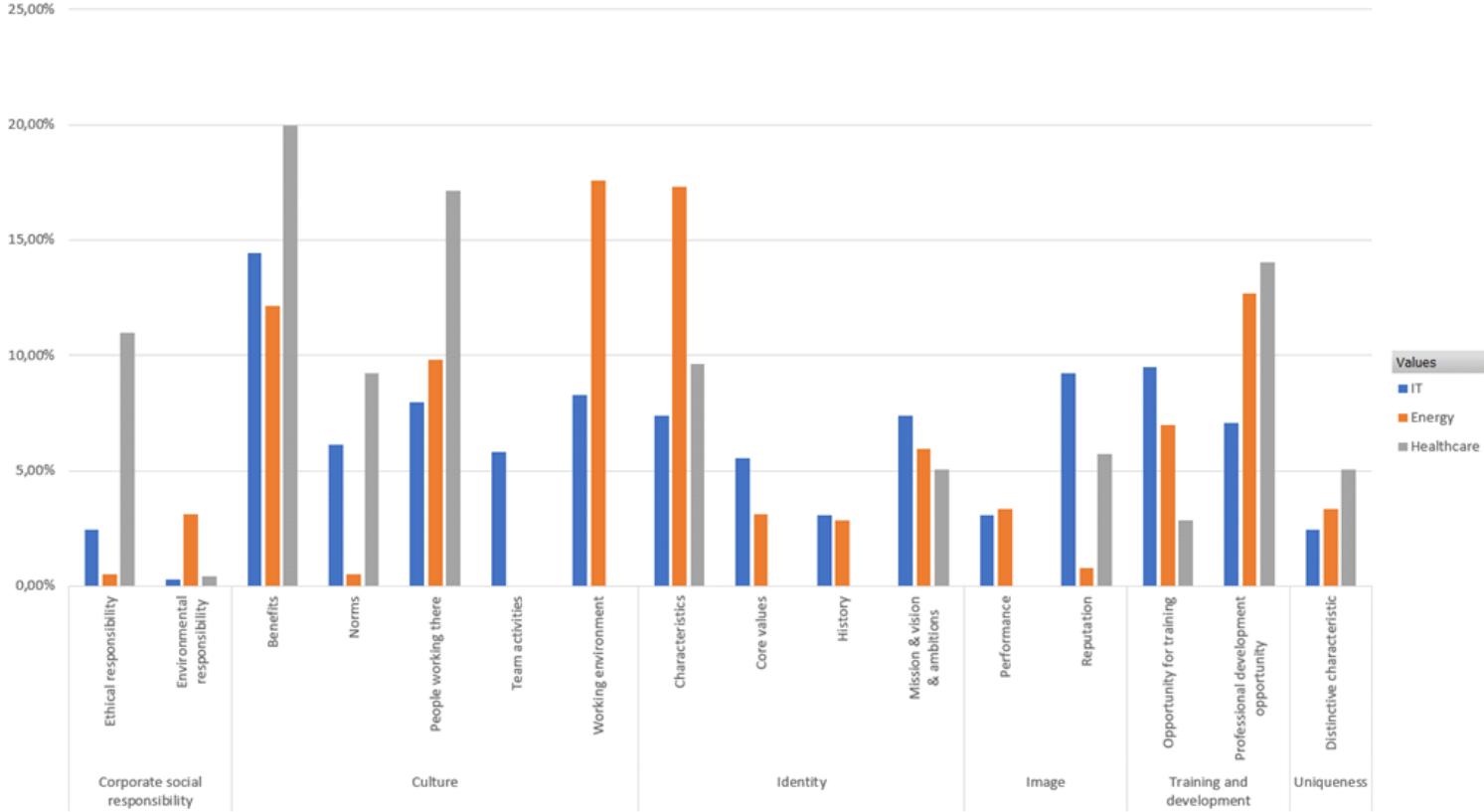
Table 1 – Coding scheme

Results & Implications

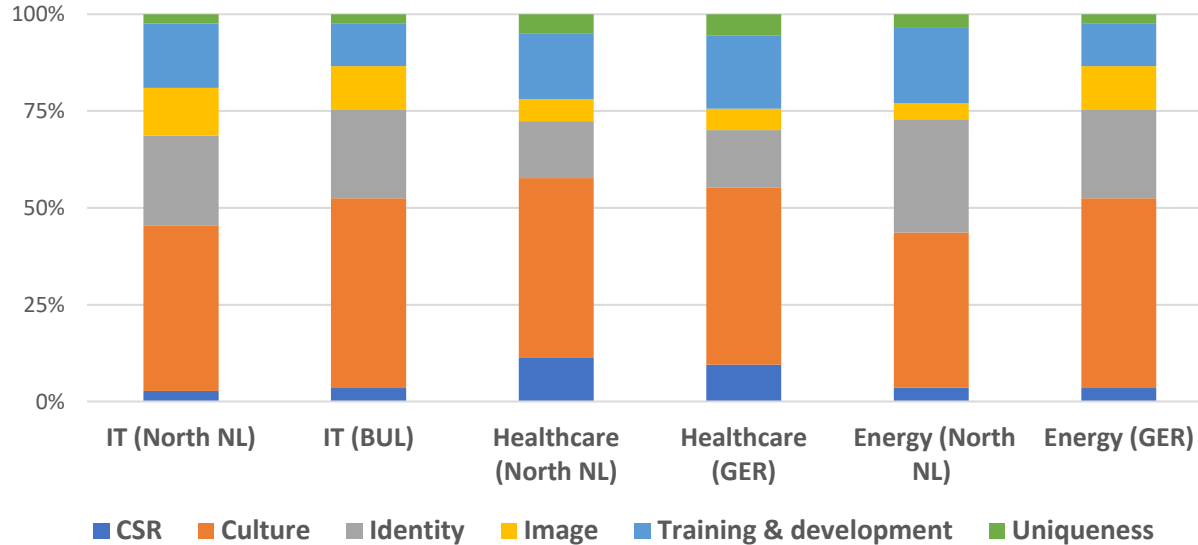
- Highest frequency: **administrative information & job information**
- **Distinctive characteristics** or phrases which present **a USP** were coded the least
- **Core values - low**
- **Energy and healthcare** – hardly any images
- **CSR** – **low** frequency in all industries (although it is said to attract young people)
- **Data tells us that EB cues** in the right language nuances **enrich vacancies**

Comparison IT/Energy/Healthcare

The North of the Netherlands



Frequency of codes per country



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Main Conclusions

- There are differences between industries and countries in how EB is applied
- EB – **not a universal but a multidimensional concept** with dimensions used differently according to the context
- Depending on the context – **different aspects** should be emphasized
- **Cultural theories** enriching – NL low in masculinity – consensus, equality, solidarity, quality work environment – emphasis on good work-life balance a priority for job seekers
- More emphasis **on uniqueness, core values and norms** would benefit **all industries and cultures** regardless of the specific nuances they use to manifest these values.
- **More targeted approach** of EB **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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