

Are they willing to work for you? An employee-centric view to employer brand attractiveness

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Abstract-

Purpose

The present study aims to propose a novel employee-centric framework for the study of employer brand attractiveness. This framework disentangles the role of employer attributes, employee benefits and employee perceived value in the study of employer brands to better develop policies for talent attraction. Additionally, this study formulates a research agenda to help advance an employee-centric view of the employer's brand management by following the tradition of customer-centric research and identifying benefits and forms of value that are yet unexplored.

Design/methodology/approach

This paper performs a systematic and critical review of the literature on employer brand attraction from the lens of means-end chains to examine how the notions of "employer attributes", "employee benefits" and "perceived value" have been addressed in past studies and what relations have been established among these three concepts.

Findings

The results unveil the existing conflation among attributes, benefits and value in the conceptualization of employer brand attractiveness. By proposing an employee-centric framework following the tenets of current consumer-centric paradigms, this paper disentangles the notions of attributes, benefits and value in the creation of attractive employer brands; establishes a hierarchical relationship among them; and suggests studying the multiple paths of relationships between attributes and benefits. These conditions should help organizations understand how to create successful strategies to ultimately ensure that they are selected as employers of choice.

Research limitations/implications

Further research is needed to clarify the domains in which the already studied

empirical relations hold. This could be achieved by conducting a laddering process based on a means–end chain approach. Additionally, the impact of this framework on the construction of effective value propositions and employee market segmentation should be further explored.

Originality/value

This paper has revisited the construct of employer brand from a means–ends approach to propose an employee-centric view guiding employer brand strategies. As competition for the best employees sharpens, understanding how employer brand traits are valued in the eyes of different segments of employees and applicants may help organizations to develop more effective strategies to attract the best talent.

Index Terms- Literature review, Employer brand, Employee benefits, Employee attraction, Employer of choice, Means-end chain

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